

The Practices of Equity and Targeted Universalism: In practice

Ad Hoc Committee on the Creation of the Office
of Racial Equity & Justice

San Diego County's Human Relations Commission

DATE

25 Jan 2021

PRESENTER

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Director
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AUTHORIAL SUPPORT

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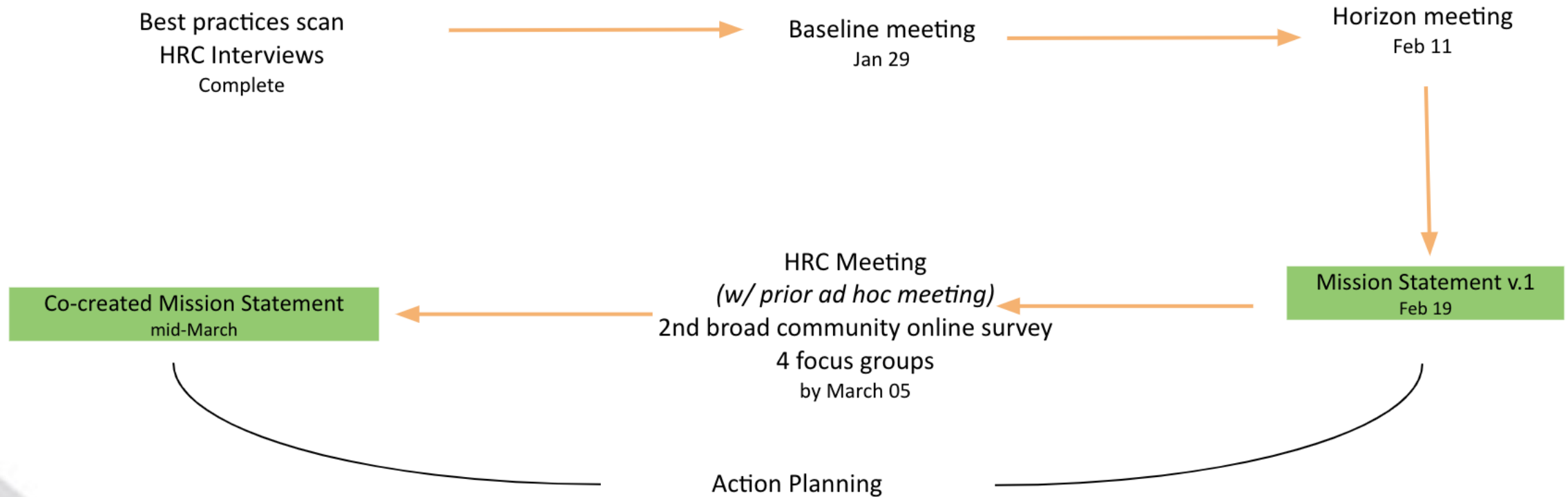
Project Status and Flow



Process-Oriented Work



Mission statement | Building trust | Workplace culture | Implementation





From Diversity *to Belonging*

Diversity→Belonging

A primary resource distributed in society.

Love

Power

Agency

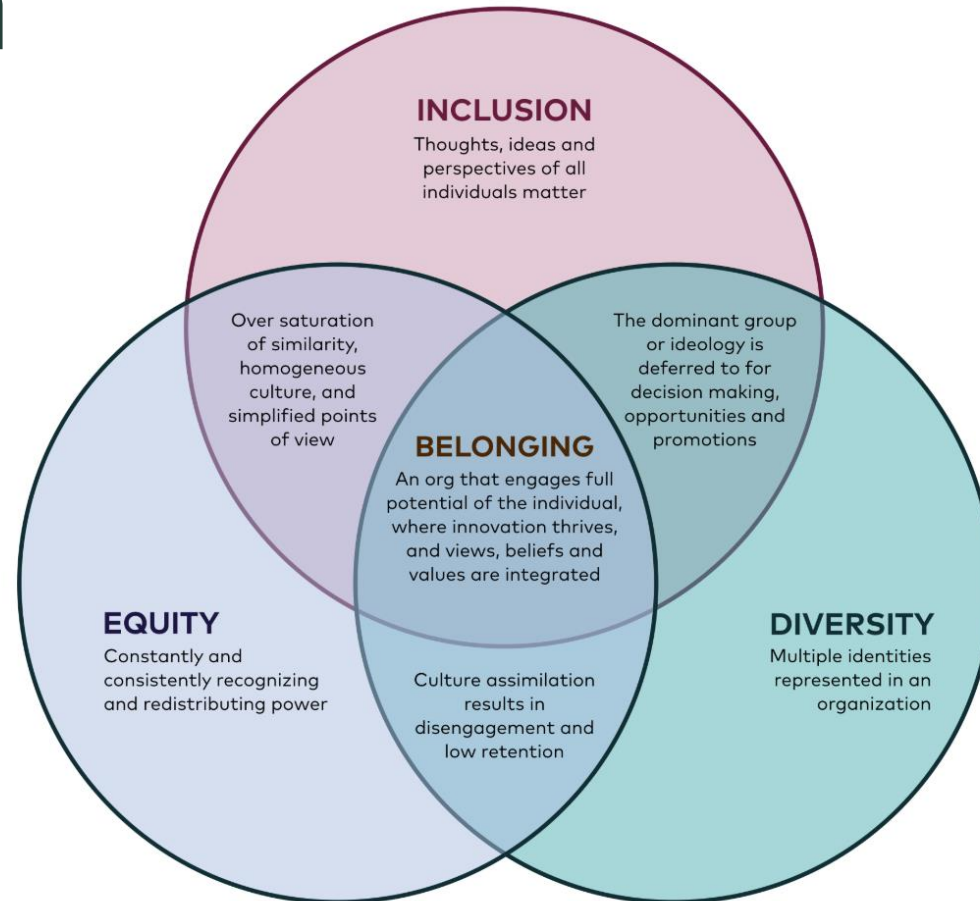
Responsibility

What do we mean by power?

“Power without love is reckless and abusive, and love without power is sentimental and anemic. Power at its best is love implementing the demands of justice, and justice at its best is power correcting everything that stands against love.”

Belonging is not the same as diversity or inclusion

Belongingness interventions communicate not only that someone belongs, but it shapes how they **feel about regard the thing to which they belong to.**



Each element represents a different piece of the full human experience. Addressing only one or two of these falls short on gaining, what I think is the full human experience—a sense of belonging.



From Equity *to Targeted Universalism*

Equality → Equity → Belonging

Equality



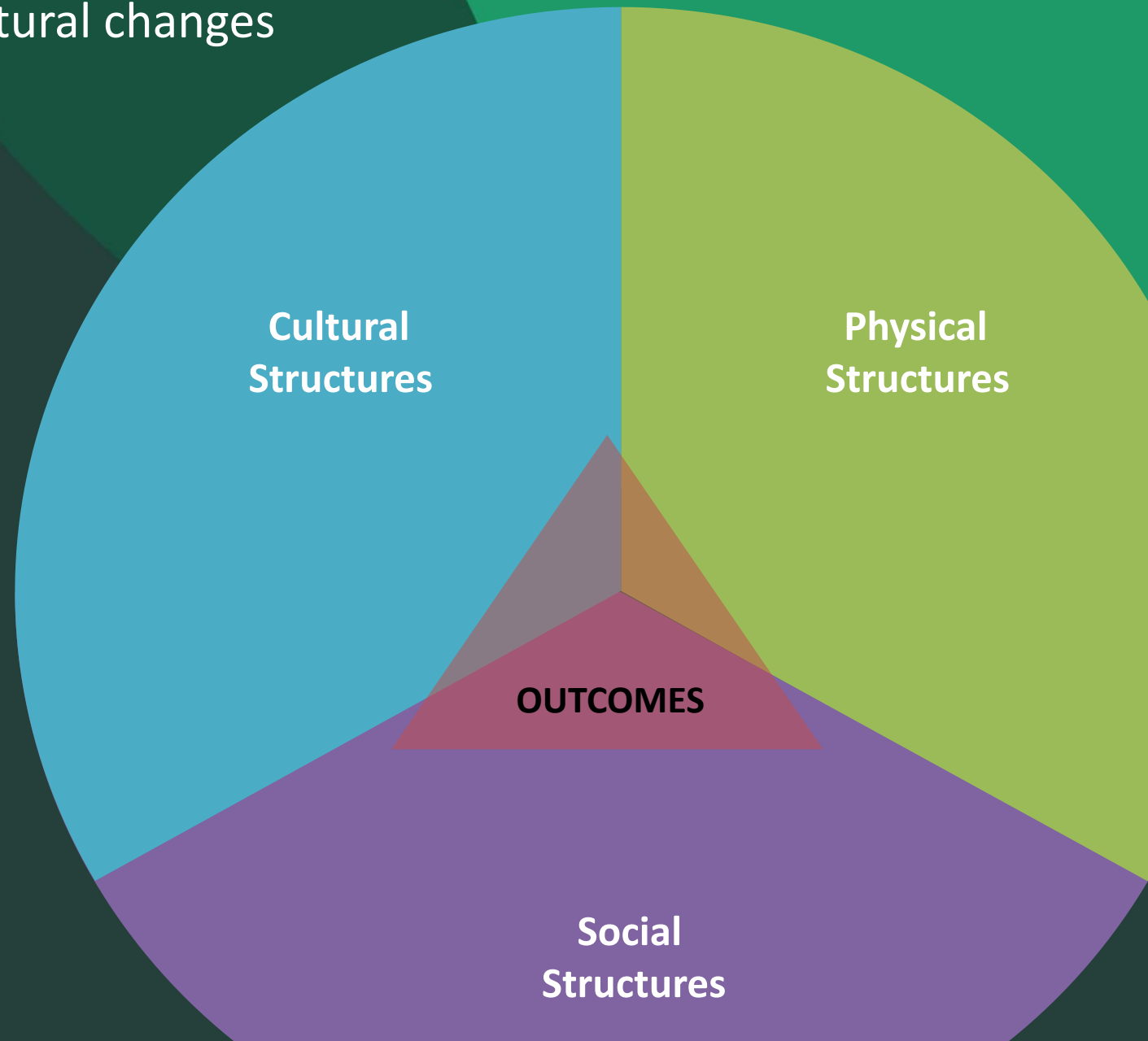
Equity



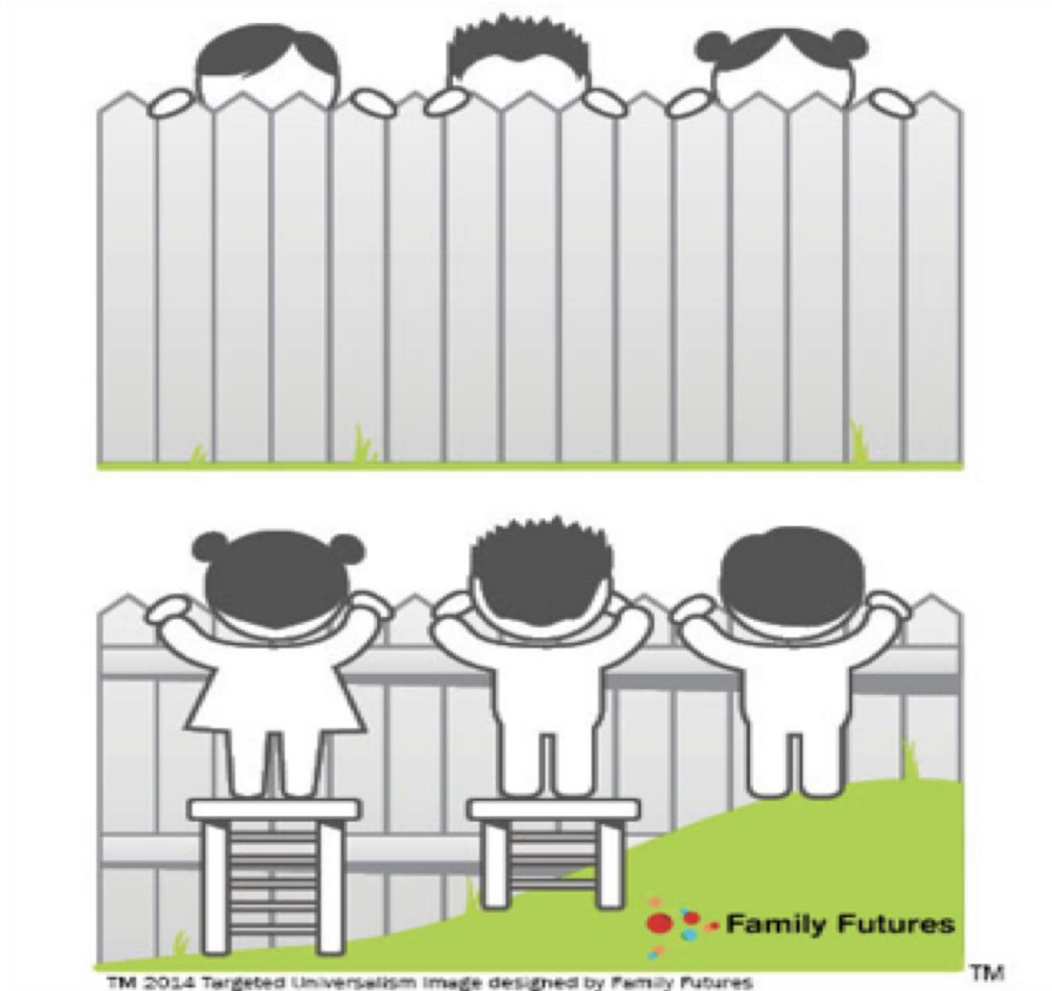
Targeted Universalism: A Focus on Outcomes

Measure outcomes, not inputs & structural changes

Structural transformational change.



Equality → Equity → Belonging



Structures do work (1/3)

Structures are not neutral. They do work.

Think about the design of airplanes.

How might they be biased?

While most flight attendants and many passengers are female, the luggage bins are designed for tall people with plenty of upper body strength.

Airline seating is designed for smaller sized passenger bodies and bodies of average height.



Structures do work (2/3)

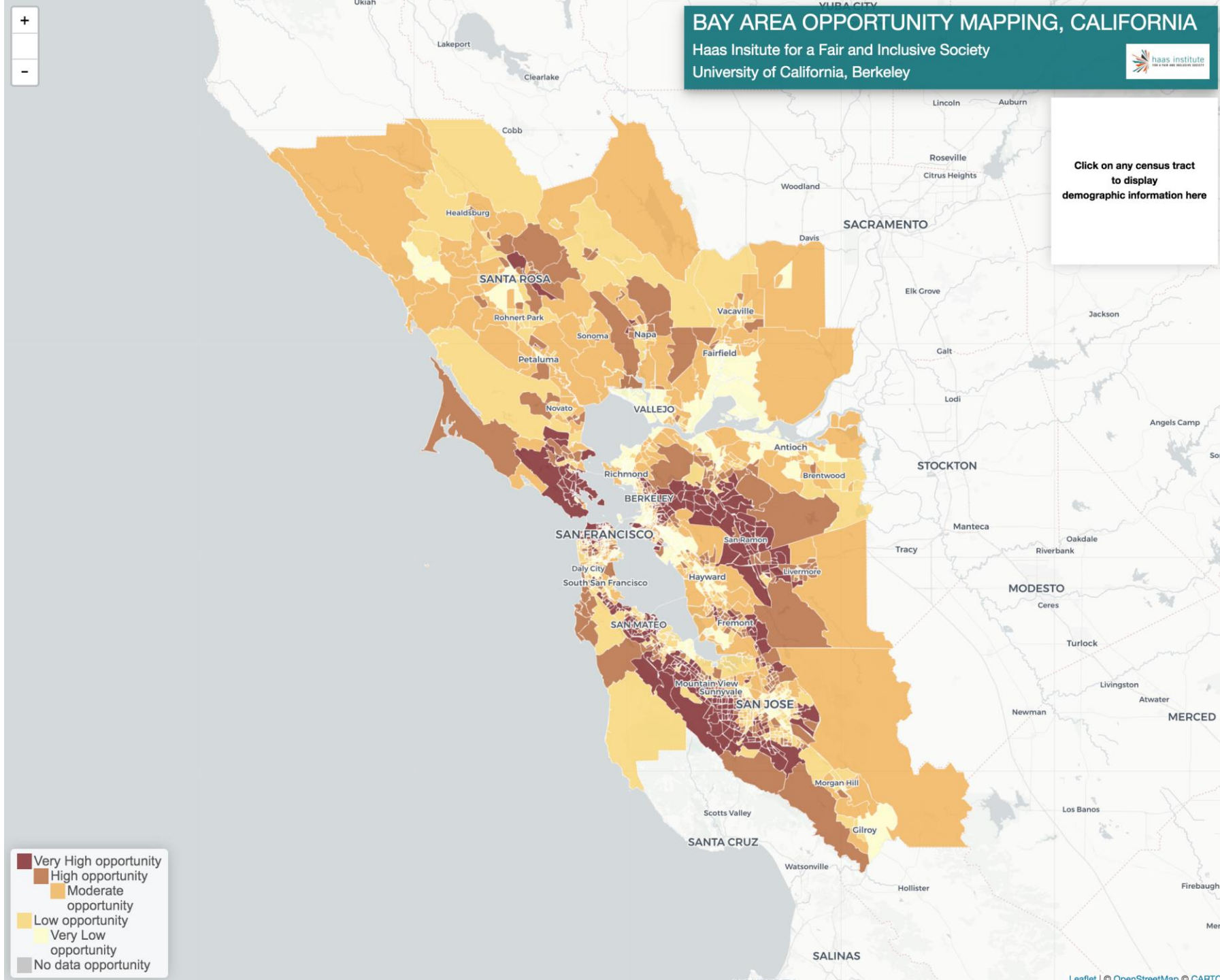
Not only are people situated differently with regard to institutions, people are situated differently with regard to infrastructure.

People are impacted by the relationships between institutions and systems...

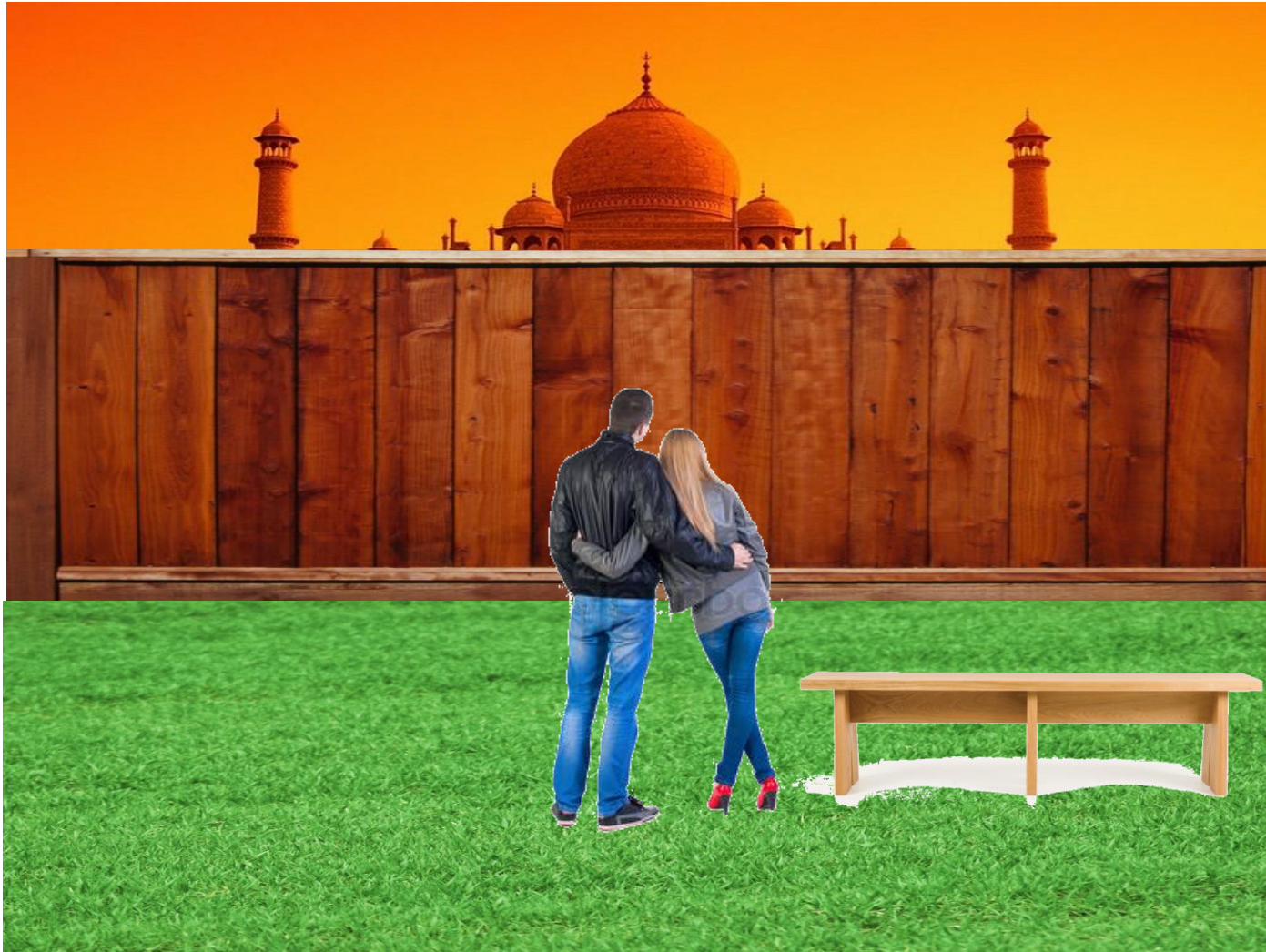
...but people also impact these relationships and can change the structure of the system.



Structures do work (3/3)



Equality → Equity → Belonging



Equality → Equity → Belonging

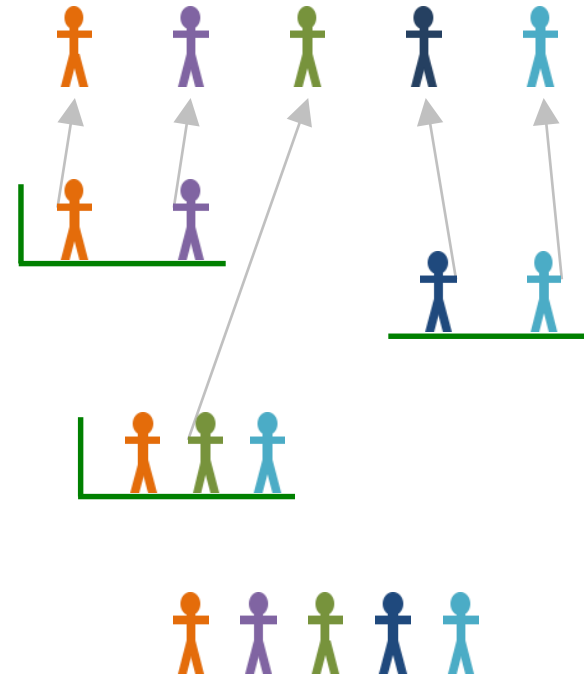
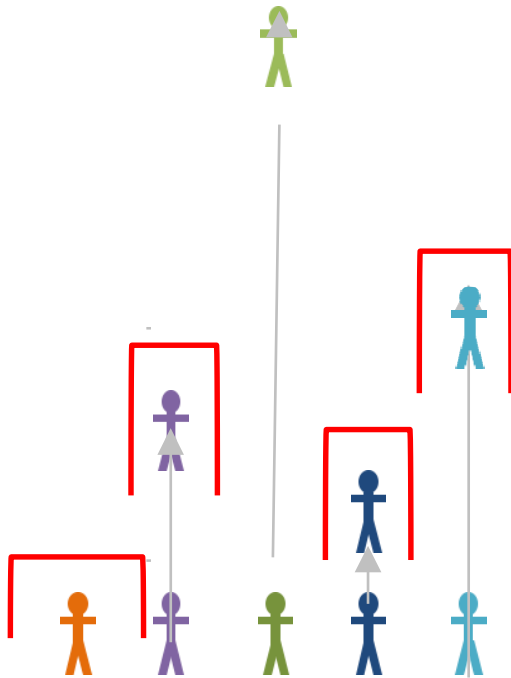


Equality → Equity → Belonging



Targeted Universalism

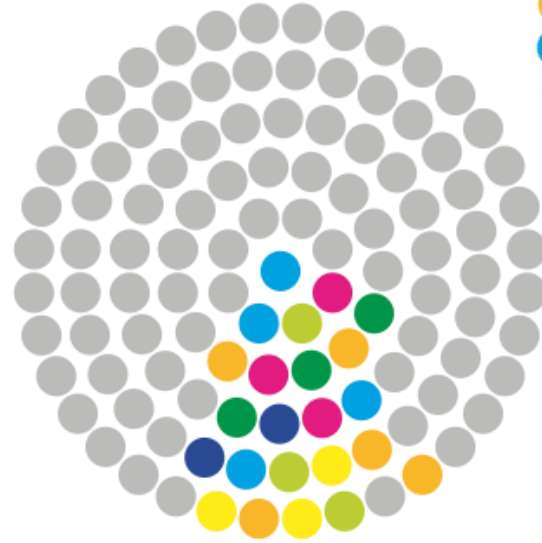
- Targeted universalism directs attention to different experiences of different people.
- Structures are targeted—not individuals or individual groups.



Co-Creation



Exclusion



Inclusion



Belonging

Universal policies may fall short.

- Fails to recognize the **interconnectedness of policy issues**.
- Fails to recognize the way in which **groups are differently situated** based on historical and systemic exclusion and subordination.
- **Universal policies will not lift all boats.** It will lift boats that are considered the norm but not those with unique conditions or those who lack boats entirely.



Targeted policies can fall short.

- It understands racism and marginalization as a harm that knocks someone from an initial position and restores them to that position.
- It does not take into account the ways in which norms, desires, and practices of different groups may differ from the imagined universal being.
- The focus must be on **transforming** society. It is not enough to provide relief to someone who is systemically disadvantaged by the construction of society.



Targeted Universalism

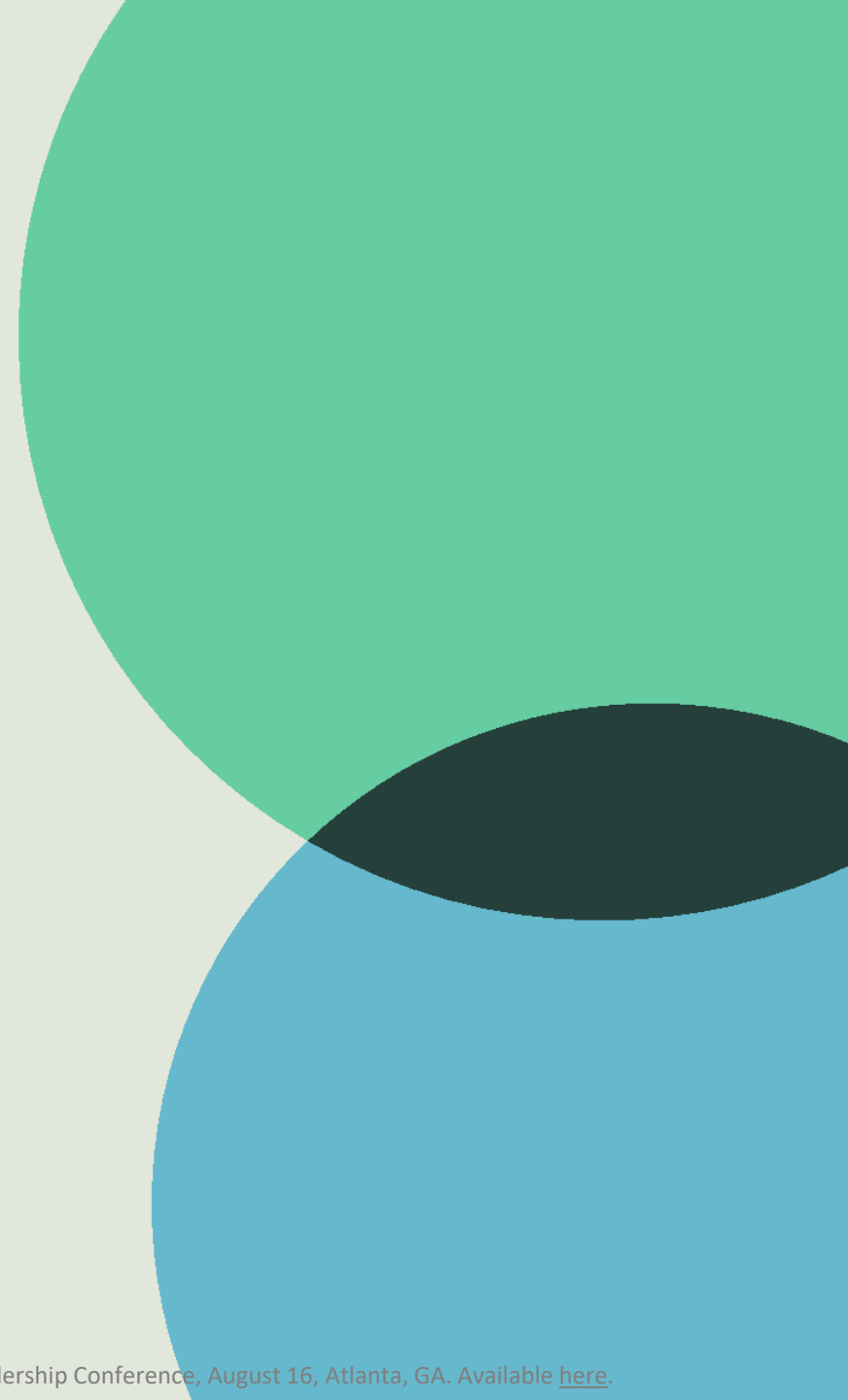
Supports the needs of the particular

Reminds us that we are all part of the same social fabric.

Is universal, yet captures how people are differently situated

Targets structures that create othering and marginality

- *recognizes our linked fate
- *let's us all grow together
- *embraces collective strategies



Targeted universalism in practice

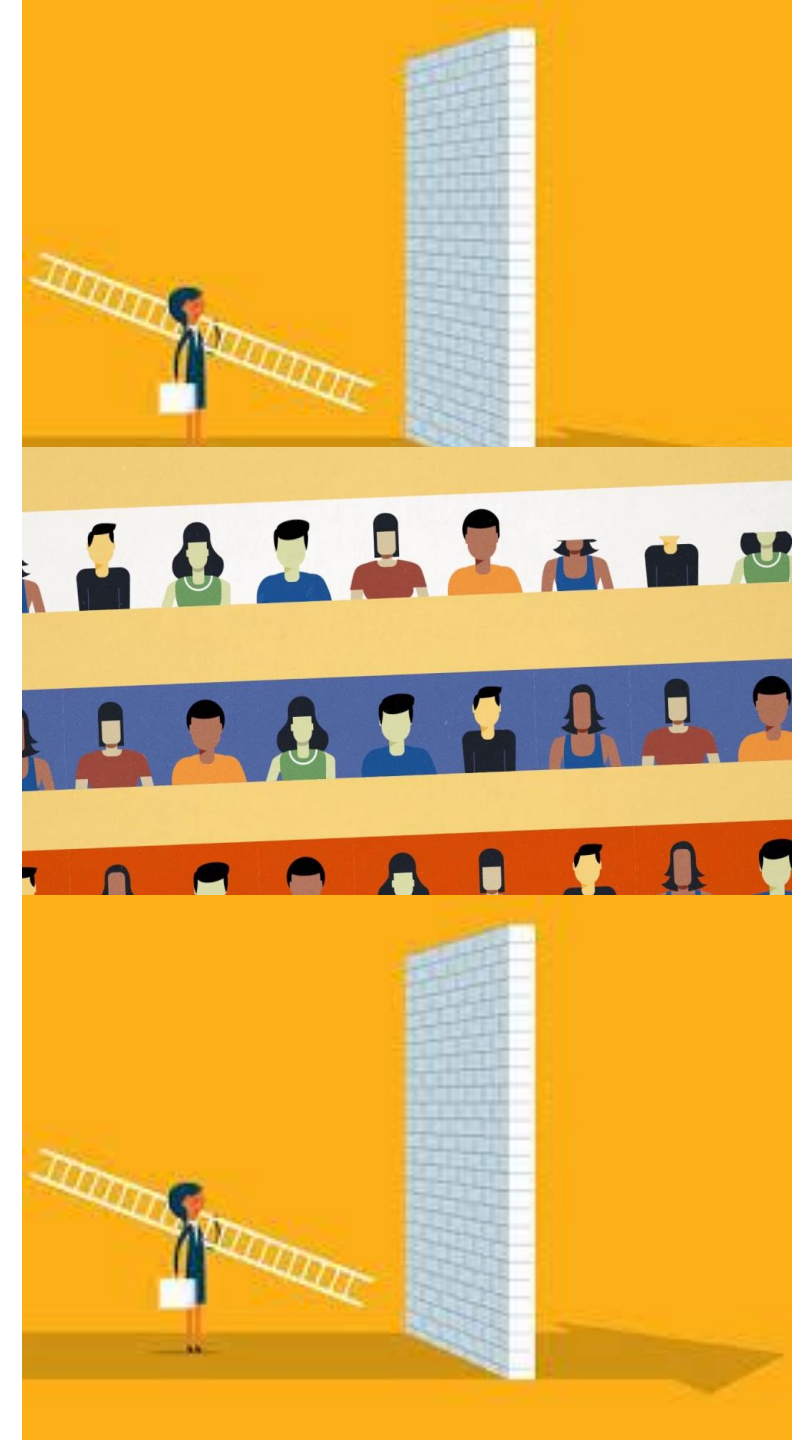
- Set a universal bench mark/goal that is not dependent on the dominant group.
- Identify specific obstacles in particular geographies that limit certain populations from reaching those goals.
- Create targeted strategies for each group that are designed to affirmatively promote inclusion/belonging AND remove barriers to inclusion/belonging.



Targeted universalism

Universal goals, targeted strategies

1. Articulate a particular goal based upon a robust understanding and analysis of the problem at hand.
2. Assess difference of general population from universal goal.
3. Assess particular geographies and population segments divergence from goal.
4. Assess barriers to achieving the goal for each group/geography.
5. Craft targeted processes to each group to reach universal goal.



Differences between equity & targeted universalism

Equity: A Breaking Framework

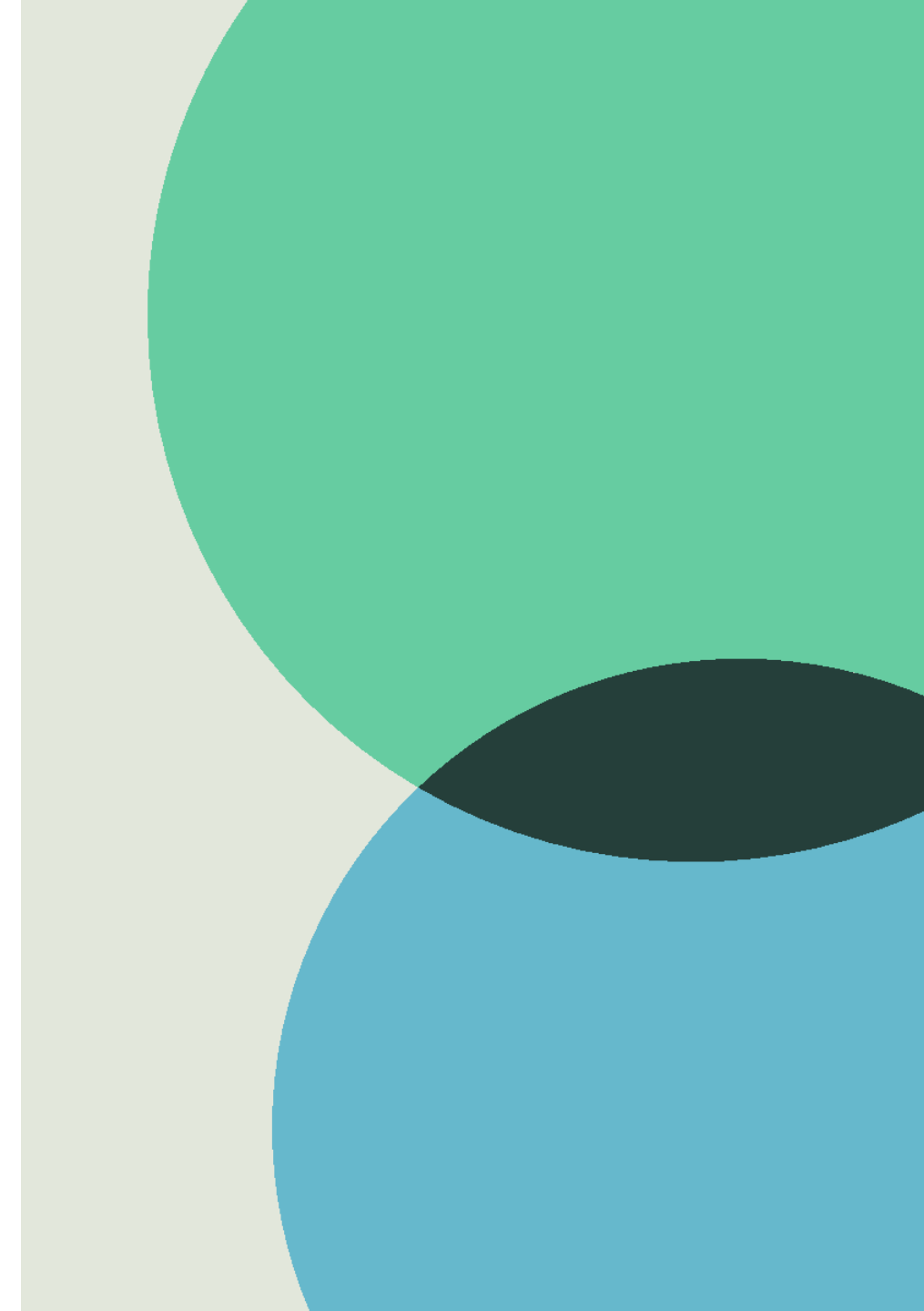
A breaking framework & limits scale of change

Can Cause or Deepen Breaking

Competition for resources, especially if exclusively focused on marginalized group, deepen cleavages that inhibit movement building

Can obscure meaningful change

Gap can close by Whites doing worse
High school graduation rates rose so dramatically overall—less significant indicator of well being



Targeted Universalism: A Bridging Framework

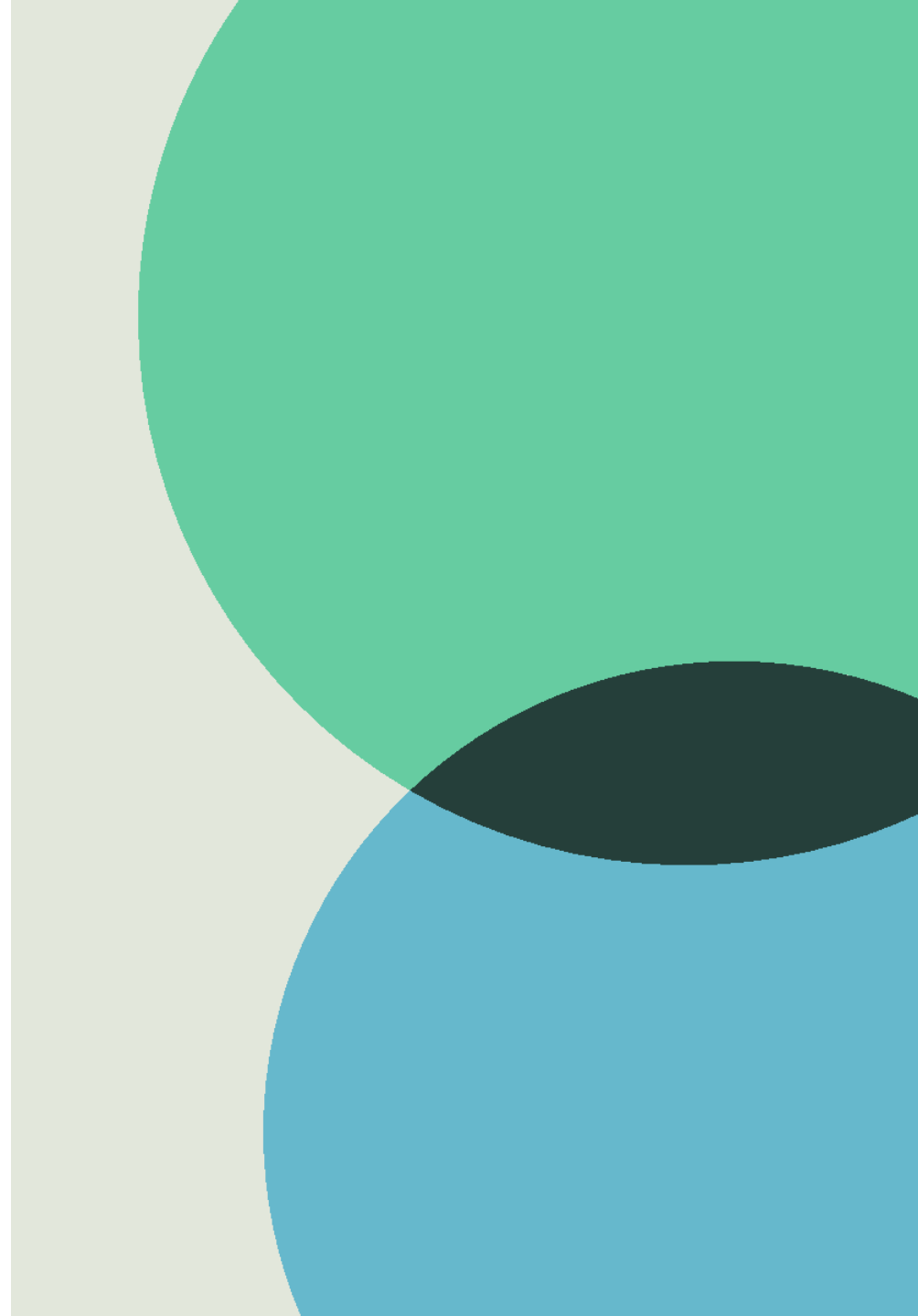
Bridges, structural change, alignment

Bridges different “groups of people”

Targets **structures** not “groups of people”

Aligns **goals** and efforts to realize them

Everyone co-creates the goal



Equity: Limits Aspirations & Scope of Change

Raise everyone's expectations & deepens inequality

Greater ambition than to just close a gap

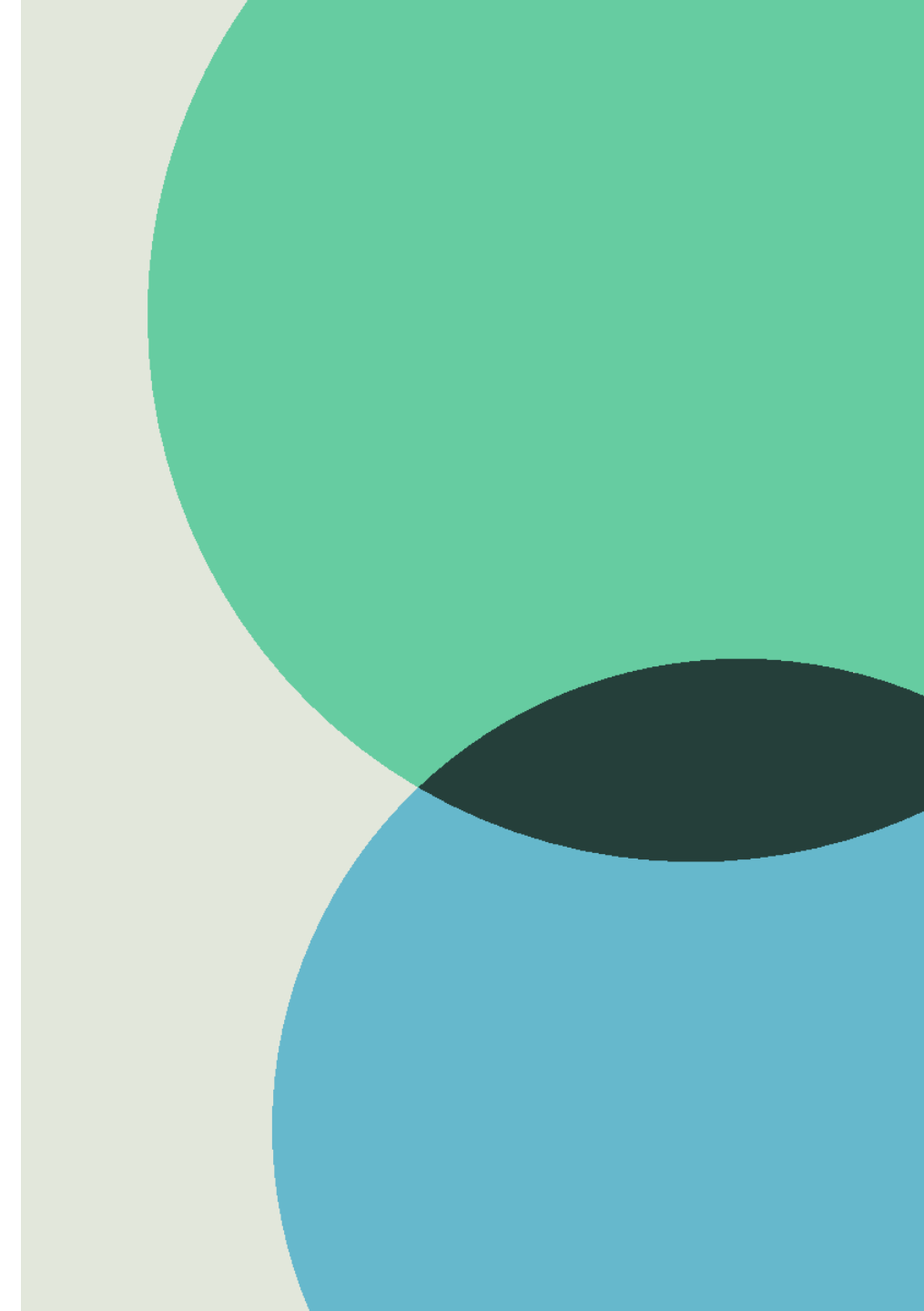
leaping forward not catching up
advantages for more people, more bridging

Exacerbate disparities and deepen inequality and injustice

Massachusetts' 2006 statewide universal health care law

95% of residents obtained health care insurance (84% national average)

Health care insurance provision did not translate into access to health care



Equity: Does not necessarily focus on structures

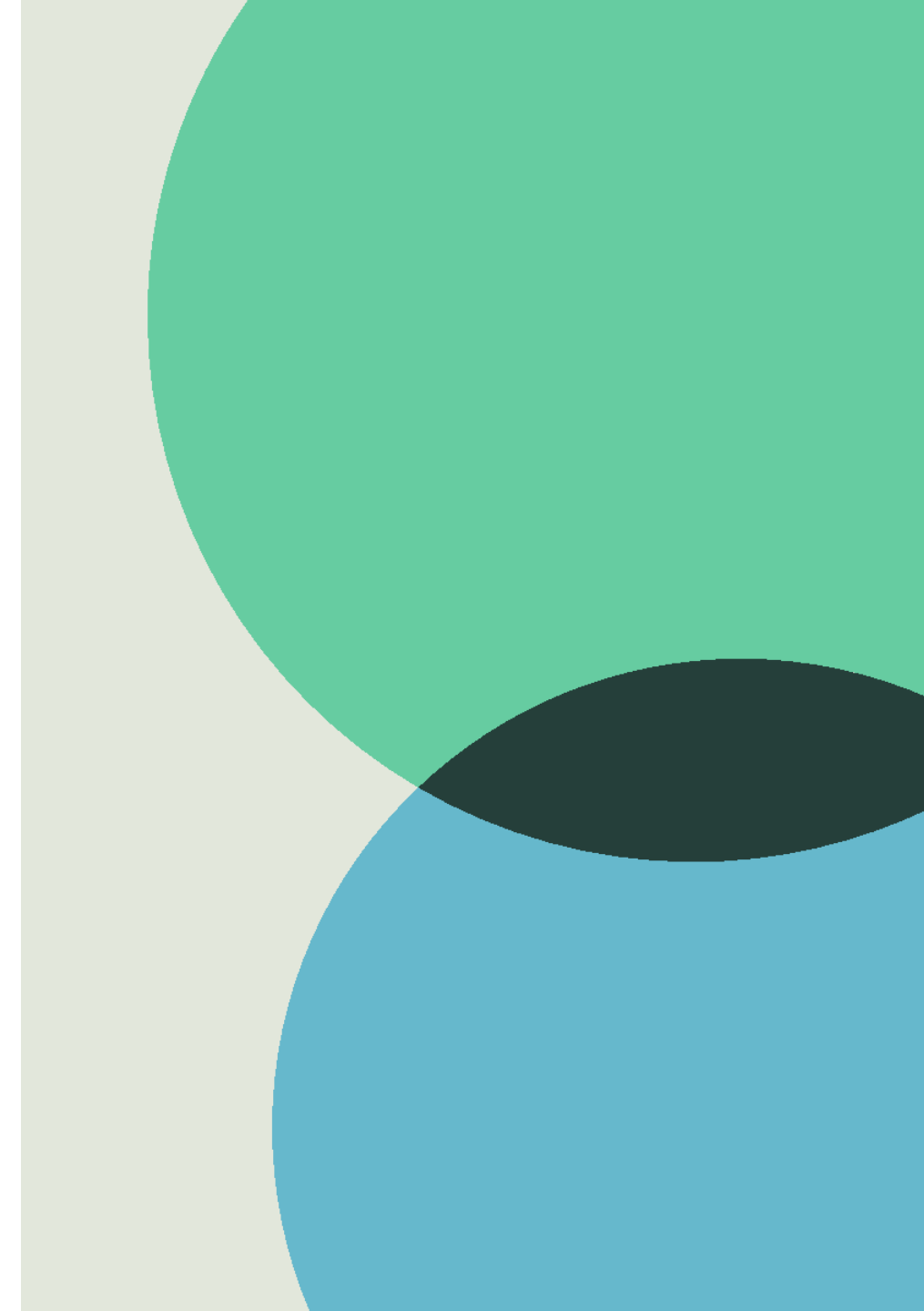
Distracts attention from structural problems

Language that focuses on inequality gaps can deepen the belief in individual responsibility

frames, style, racial stories—create color-blind racism

Individual choice of where to live can become someone's internal explanation of a particular inequality.

For example, a “choice” of where to live can be the story one tells themselves to explain why educational inequalities exist. The belief that people can choose where to live or choose what school to attend.



Targeted Universalism: Structural analysis

People are not the focus of change--the structures are doing the work

Equality



Equity



Conversation

The background features a series of overlapping, curved shapes in two shades of green: a dark teal and a medium green. These shapes create a sense of depth and movement, with the dark teal shapes generally in the foreground and the medium green shapes behind them. The overall composition is modern and minimalist.

Resources

Resources

- We will share this slide deck and the following slides have additional resources and materials.

Conference Resources



VIDEOS

Explore video recordings of sessions from all past Othering & Belonging conferences. Conference sessions available on video can be found on our [2019 Othering & Belonging playlist](#).

[EXPLORE VIDEOS](#)



Building Belonging in a Time of Othering

DATE
April 8, 2019

PRESENTATION
John A. Powell, Director, Haas Institute

AUTHORIAL SUPPORT
Haas Institute

PRESENTATIONS

Speaker slides and presentations can be found here.

[EXPLORE PRESENTATIONS](#)



CURRICULUM

The Haas Institute has released a new set of learning materials to serve as a creative exploration and deeper engagement with core topics of Othering and Belonging. Lessons can be used as a stand-alone experience or combined to create up to 10 hours of comprehensive study.

[EXPLORE CURRICULUM](#)

Targeted Universalism

Policy & Practice

by John A. Powell, Stephen Menendian, Wendy Ake



Targeted Universalism: Creating strategies to belong



VIDEO

The Circle of Human Concern



VIDEO

Bridging: Towards a Society Built on Belonging



VIDEO



Themes from interviews with Human Relations Commissioners

THEME 1:

Community organizing & intentional building and deepening trust in government

Co-creation

Community organizing, grassroots engagements sets the agenda

Bridging

Government holds unique power to effect change

Systemic transformation

Long-term, durable, transformational change

***We are in a moment,
people are learning what
to expect from
government, how
powerful government
can be, and they do not
want to accept that they
are being left behind.***

Polarizing community events
Hate crimes
Harassment

Demographic changes

**Inequalities in wealth, income,
and political power**

Theme 1 : Government

The San Diego Union-Tribune

LOCAL

County approves largest budget in history, aims to help 'most vulnerable'



SD County Board of Supervisors Chairwoman Kristin Gaspar delivered the State of the County Address on Feb. 27. (Courtesy)

By KAREN BILLING
JULY 1, 2018 | 5 PM

“In June 26 [2018], San Diego County Board of Supervisors unanimously approved its largest budget ever: a \$6.27 billion budget that includes increased commitments to mental health, homelessness and addiction services, breaking down barriers to success for those exiting the criminal justice system, increasing housing affordability and investing in neighborhoods and natural resources. ...”



POLITICS

San Diego County revives human relations commission in wake of racist incidents in Santee



Former longtime San Diego public servant Leon Williams, photographed here in 2012, will be the namesake for the county's new human relations commission. (Eduardo Contreras/Union-Tribune)

Board will focus on issues of equity, equality and fairness

By CHARLES T. CLARK
MAY 19, 2020 | 4:51 PM



BREAKING >

<https://www.sandiegouniontribune.com/communities/sd-cm-rsf-countybudget-20180629-htmlstory.html>

Extreme needs in areas of public safety, food, shelter, & education

People are being evicted even when there is a ban. They are moving in with families and friends. They are waiting for years—many years—for affordable housing. They fear asking for help from government or they don't expect it would help.

Co-creation

*What priorities are set, how they are set
Goals are outcome oriented
Programs designed for belonging*

Bridging

Within, across groups, between groups and institutions

Systemic transformation

Outcomes focused, inflection points

Polarizing community events
Hate crimes
Harassment

Demographic changes

Inequalities in wealth, income, and political power

Extreme needs in public health

**Who is dying?
We're the ones
dying, we're the
ones who are
essential workers,
we can't afford to
not work.**

Co-creation

Determine what healthy lives look like

Bridging

Array of different needs for different people

Systemic transformation

Outcomes focused

Measuring complex indicators

Health

Enjoying good health & expecting to live a full life

Knowledge

Learning throughout the lifespan

Standard of Living

Having enough resources for a quality life

Community

Living in a clean and safe neighborhood

Social

Helping each other live well

Theme 2 : Public Health

NEWS

'I've Lost Everything That Basically Brings Someone Joy'

Since the start of the COVID-19 pandemic, San Diego's South Bay has been hit disproportionately hard. We spoke with residents, business owners and health care workers about how this year has changed their reality.



Brittany Cruz-Fejeran and Maya Srikrishnan

December 23, 2020



Since the start of the COVID-19 pandemic, San Diego's South Bay has been hit disproportionately hard.

Back in May, hospitals in Chula Vista [saw higher rates of coronavirus patients](#) than their counterpart facilities in other parts of the county. ZIP codes in Otay Mesa, Chula Vista, National City and San Ysidro continue [to have among the highest case rates and cumulative numbers of cases in the county](#).

The situation in South Bay has revealed deep-seated disparities in race, socioeconomic status and health care that exist in the region. That part of the county is majority-Latino, has high numbers of essential workers and multi-generational family households. Testing has been expanded in the region, as well as other efforts to help quell the spread of the virus, but South Bay residents continue to be impacted more by the virus than other parts of San Diego County.



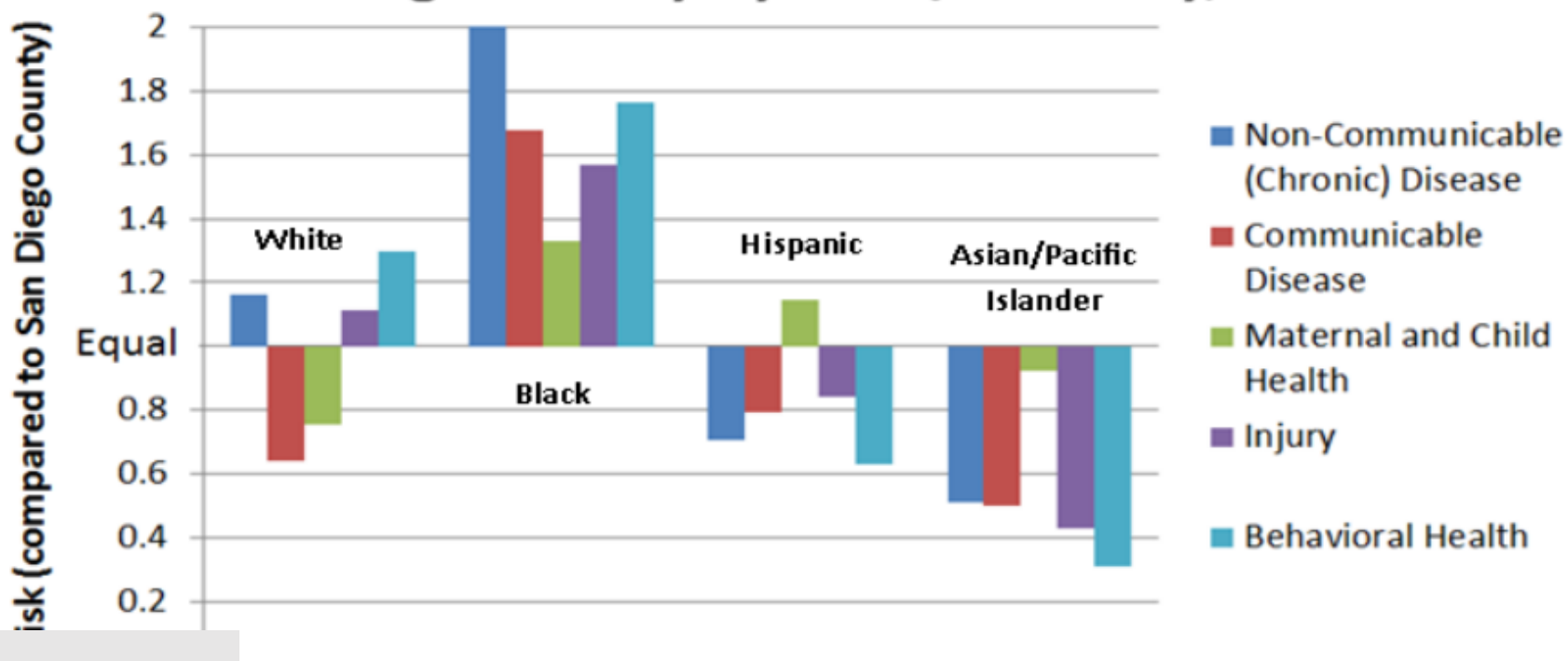
<https://www.voiceofsandiego.org/topics/news/ive-lost-everything-that-basically-brings-someone-joy/>

San Diego Information

Public Health: Disparities by Race/Ethnicity



Risk of Health Outcomes Compared to San Diego County by Race/Ethnicity, 2011

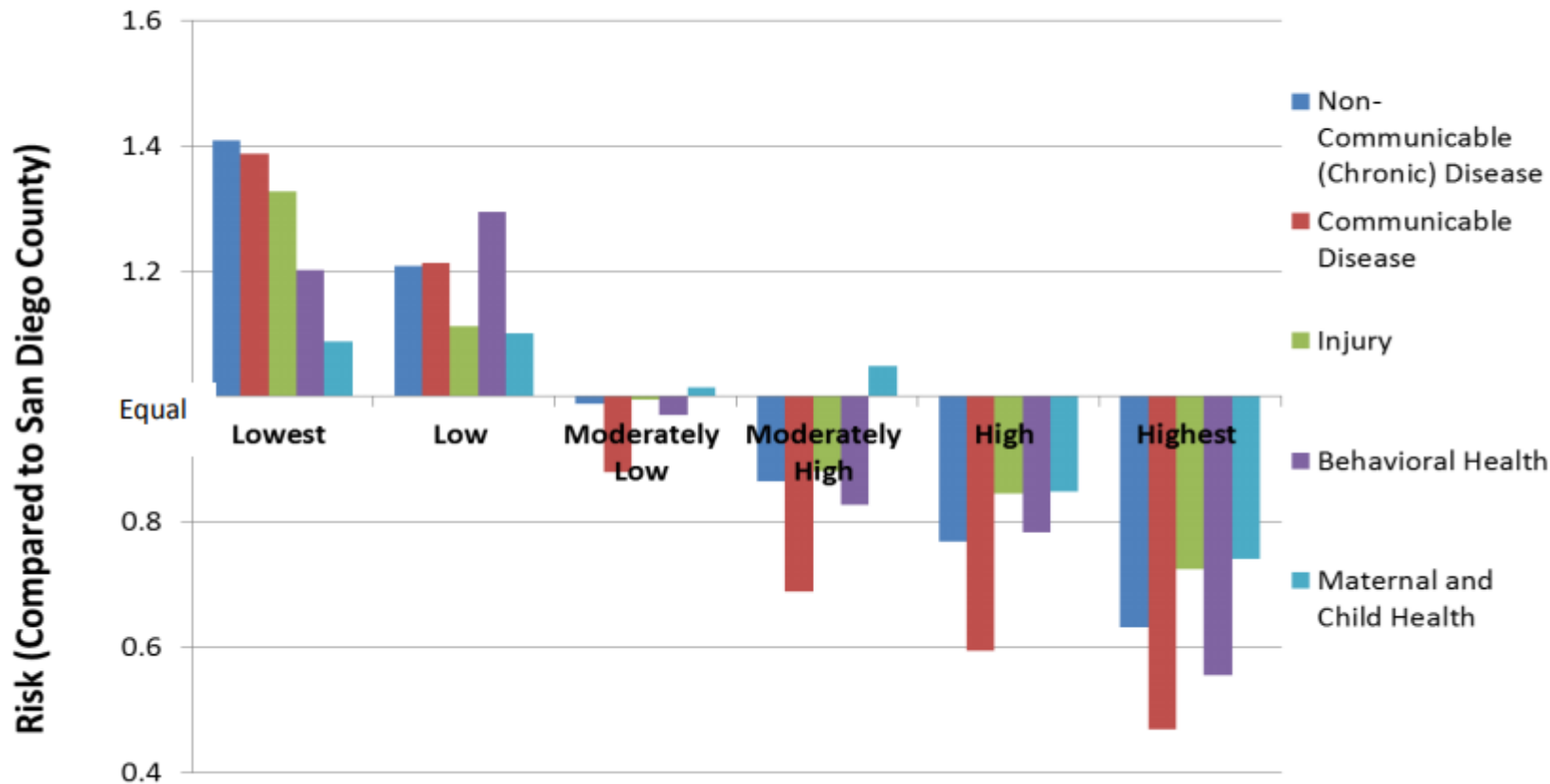


Black residents had higher rates of all health outcomes compared to the rest of the county, while Asian/Pacific Islander residents had lower rates of all health outcomes.

Source: Death Statistical Master Files (CDPH), Patient Discharge Data (CA OSHPD), Emergency Department Data (CA OSHPD); HIV/AIDS Reporting System and STD Morbidity Database (D HIV, STD and Hepatitis Branch), County of San Diego, Health & Human Services Agency, Epidemiology & Immunization Services Branch, Emergency Medical Services Branch, HIV, and Hepatitis Branch; SANDAG, Current Population Estimates, 10/2012.
Prepared by County of San Diego (CoSD), Health & Human Services Agency (HHSA), Community Health Statistics Unit, 2013.

Public Health: Disparities by Income

Risk of Health Outcomes Compared to San Diego County by Income Status, 2011



Residents **with the lowest and low incomes had the highest rates of all health outcomes** compared to the rest of the county

Source: Death Statistical Master Files (CDPH), Patient Discharge Data, (CA OSHPD), Emergency Department Data (CA OSHPD); HIV/AIDS Reporting System and STD Morbidity Database (CoSD HIV, STD, and Hepatitis Branch); County of San Diego, Health & Human Services Agency, Epidemiology & Immunization Services Branch, Emergency Medical Services Branch, HIV, STD, and Hepatitis Branch; SANDAG, Current Population Estimates, 10/2012.
Prepared by County of San Diego (CoSD), Health & Human Services Agency (HHSA), Community Health Statistics, 2013.

Food Insecurity



1 IN 7 SAN DIEGANS

DON'T ALWAYS HAVE ENOUGH TO EAT.

443,000 people in San Diego experienced food insecurity in 2017. This represents 302,000 adults and 141,000 children who did not always have enough to eat.

WHO MAKES UP 1 in 7?



1 IN 5 CHILDREN (19%)



1 IN 8 ADULTS (12%)



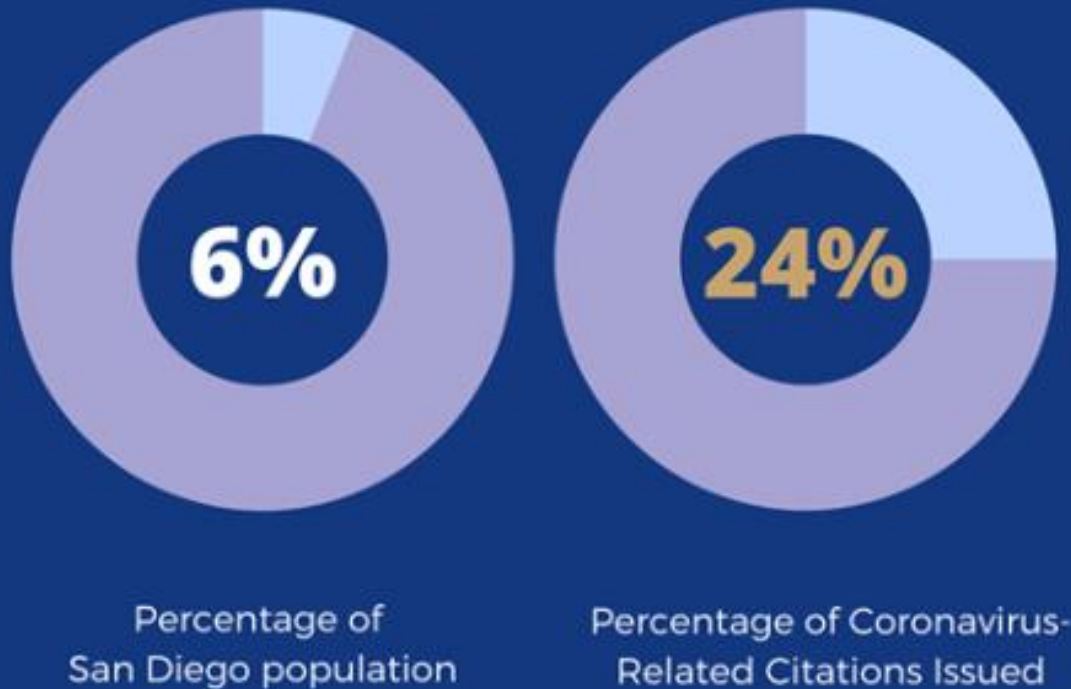
1 IN 10 SENIORS (10%)

- Pre-pandemic, 1 in 7 San Diegans were already **food insecure**
- As a result of the fall out from COVID-19, demand for food assistance, especially among those working in food and beverage sectors, low-income communities, and communities of color has increased dramatically
- School closures are having a devastating impact on the region's ability to address food insecurity -- there is **an estimated 75 percent drop in the number of meals provided by schools**

Source: [San Diego Hunger Coalition](#)

Public Safety

Racist Police Practices Against Black San Diegans During COVID-19



COVID-19 affects Black and Brown people disproportionately in more ways than one.

Racism in law enforcement means that Black San Diegans **receive 24% of all citations even though they only make up 6% of the population.**

Public Safety

Do you favor or oppose taking a significant amount of the funds currently going to local police departments and the county sheriff's department and instead using them for other programs that could improve public safety such as mental health services, substance abuse treatment, and job training programs?

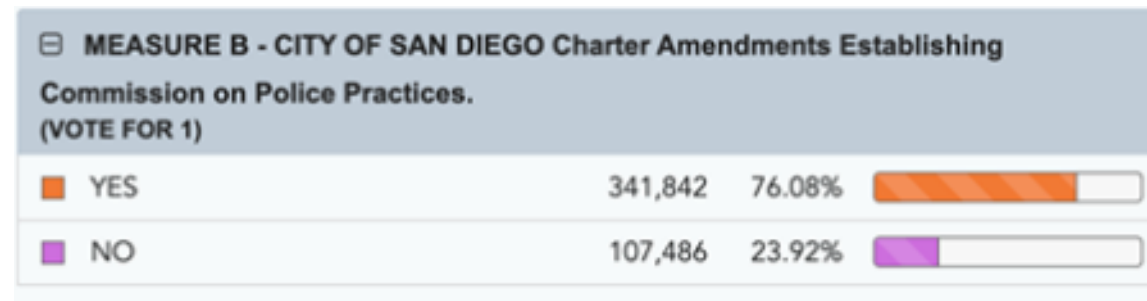
■ Strongly Favor ■ Somewhat Favor ■ Somewhat Oppose ■ Strongly Oppose ■ Undecided



49 percent of San Diego County respondents support reallocating police funding toward social services

Public Safety

November 2020: Commission on Police Practices Amendment passed, which has the power to subpoena and conduct independent investigations into police officer misconduct to create more robust community oversight on the actions of police officers



“Creating the Commission on Police Practices is a simple and common sense change that will make a big impact on people’s lives. That’s why it was supported by a broad coalition of organizations, elected officials, and an overwhelming percentage of voters throughout San Diego. But the fight is far from over. In the months ahead, we face a tough, uphill battle at City Hall to ensure this Commission has the tools it needs to get the work done.” (Source: [San Diegans for Justice](#))

Housing Insecure, Unsheltered, Homelessness



What is the situation in San Diego?

- 7,619 people throughout the county were homeless, including 3,971 who were without shelter (*April 2020*)
- An average of 10 San Diego households are evicted every day
- Of the 3.3 million people residing in San Diego County, approximately 13.3% have incomes below the poverty level and are spending most of their paycheck on rent
- Data also showed that homelessness was down throughout the county except in South County, where it had increased 10.5 percent. The biggest growth was in National City, which had 125 unsheltered people for a 36.2 percent increase.

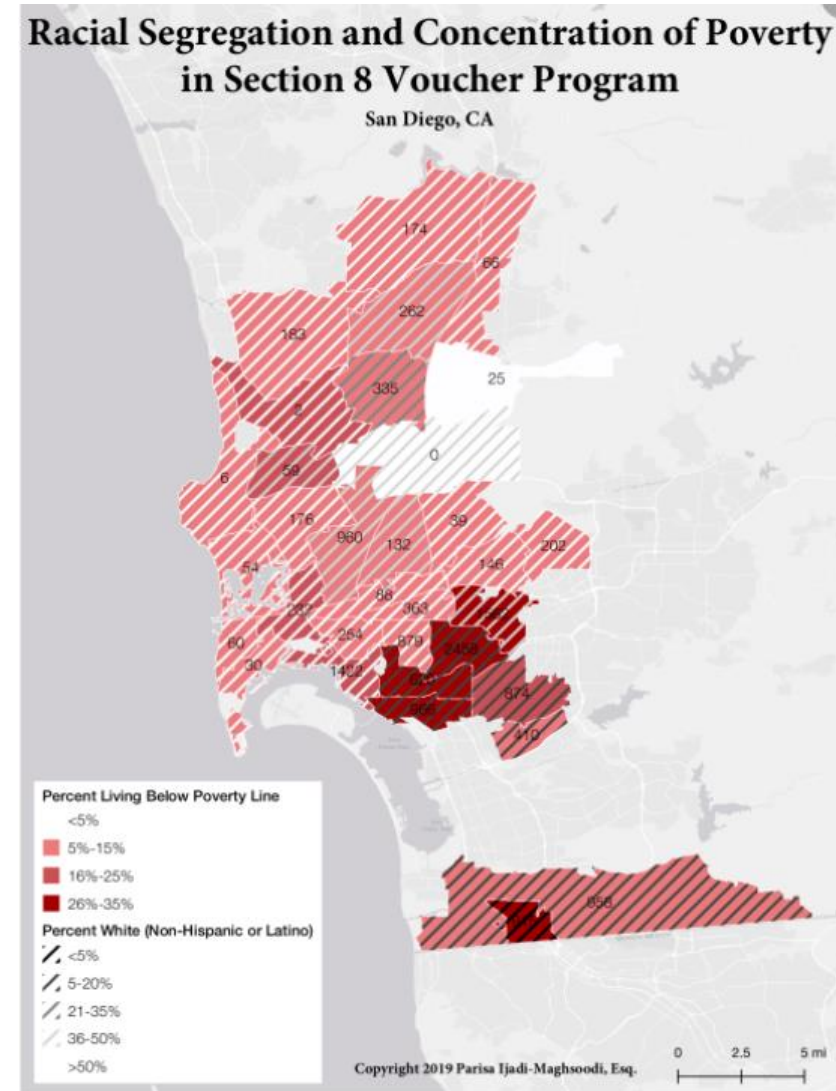
Who makes up people who are homeless in San Diego County?

- 55 years or older (*27 percent of people on the street; 24 percent in shelters*)
- Physical disability (*55 percent*)
- Black people (*21 percent of homeless population, although just 4.7 percent of the County's population*)

In 2020, NAACP San Diego continues fighting racial segregation through its lawsuit against San Diego Housing Commission (SDHC).

The lawsuit challenges SDHC's discriminatory and segregationist policy of setting the Section 8 voucher levels prohibitively low in predominantly white neighborhoods.

SDHC's policy effectively **steers families with Section 8 – disproportionately racial minorities – to segregated, high poverty neighborhoods** with lower performing schools and fewer employment opportunities.



Early Childhood Care

Parents in San Diego county are in an affordability bind.



At the same time, COVID-19 has **closed 12 percent of child care providers** in the county due to lack of funding, increase costs, and shrinking revenue.

Education: K-12



- 80% of White and Asian 3rd graders read at grade level, but **only 50% of their Brown and Black classmates** do.
- Students who miss **more than 10 days of school** per year have a **63% graduation rate**, compared with 88% for those who miss less than 10 days. *And failure to graduate is the #1 predictor of future homelessness.*
- **100,00 Pre-K students** in San Diego County lack access to the internet or home or are under connected



Information for Best Practices

Fodder for Next Practices

Best Practices: Inclusion Criteria

- **Research Question:** What are the key best practices from local governments' offices of racial equity?
- **Key Selection Criteria:** Which places have we prioritized learning from? How do they articulate their mission statements and goals?
 - Places that have been highlighted by key organizations: Government Alliance on Race and Equity, 100 Living Cities, National League of Cities, National Mayors Council, New America, Resilient Cities, foundations with place-based projects (Robert Wood Johnson Foundation, Annie. E. Casey, Kellogg)
 - Places that compare with San Diego
 - Transborder metropolis

Overview: Best Practices for Office of Racial Justice



- **Normalize racial equity as a key value.** Local government uses racial equity framework that clearly articulates racial equity, implicit and explicit bias, and individual, institutional, and structural justice. A vision of racial equity that is informed by those who have been most impacted by history of inequity.
- **Build a cross-departmental infrastructure.** This involves developing relationships across city departments and understanding the different power dynamics, history of equity work, and potential allies and opposition to the work.
- **Apply a racial equity lens to data collection, usage, and analysis** by using disaggregated data, maps, spatial analysis, and dashboards to ensure equitable experiences and outcomes for communities of color
- **Co-create with communities** to inform the design of policy and system change, make inequities visible using data and storytelling, and build the County's capacity to advance equity through training, tools, and technical assistance
- **Reflect the racial diversity of the communities local governments serve in contracting and workforce.** To accomplish this, government can use data to identify disparities and develop programs that create workforce pipelines and build firms capacity to compete for contracts to achieve racial diversity in contracting and developing

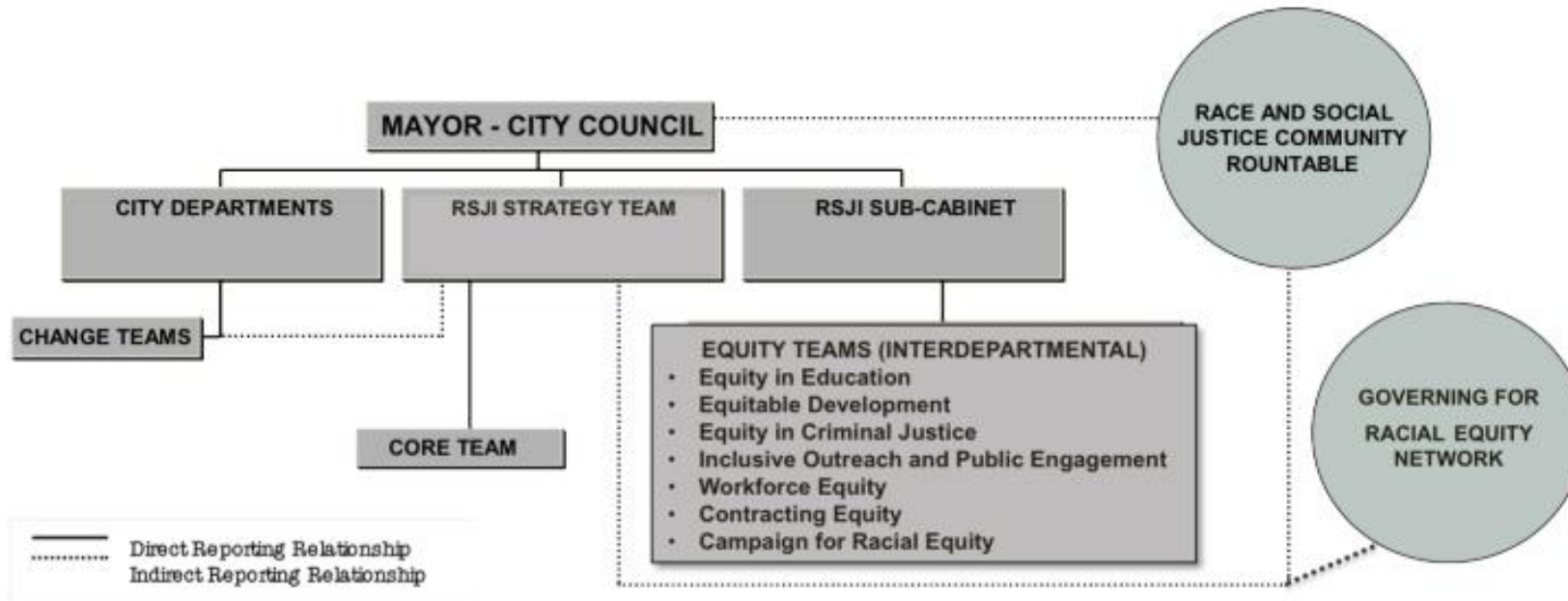
Seattle: Race and Social Justice Initiative



Vision: RSJI builds on the work of the civil rights movement and the ongoing efforts of individuals and groups in Seattle to confront racism. The Initiative's long term goal is to change the underlying system that creates race-based disparities in our community and to achieve racial equity.

Guiding principles: undoing racism, sharing culture, maintaining accountability, analyzing power, undoing internalized racial oppression, identifying and analyzing manifestations of racism, developing leadership, networking, gatekeeping

Seattle: Organizational Structure



Working Groups

RSJI Strategy Team – The Initiative managing team from the Seattle Office of Civil Rights (SOCR)

Change Team – A group of employees in each department that help implement RSJI activities and work plans.

Core Team – A Citywide leadership development team of 25 people that work with IDT's to implement RSJI activities.

RSJI Sub-Cabinet – Department Directors or deputies who advise and review RSJI activities.

Interdepartmental Teams – Convened by lead departments to develop and implement Citywide strategies and community partnerships to address racial inequity.

RSJ Community Roundtable – A coalition of 25 government and community based organizations working for racial equity in King County.

Governing for Racial Equity Network – A regional network of government agencies in Washington, Oregon and northern California working on issues of equity.

Oakland: Department of Race and Equity



Vision: To create a city where our diversity has been maintained, racial disparities have been eliminated and racial equity has been achieved.

Goals:

- Eliminate systemic causes of racial disparities in City Government.
- Promote inclusion and full participation for all residents of the City.
- Reduce race-based disparities in our communities.

Assumptions:

- Race matters; almost every indicator of well-being shows troubling disparities by race.
- Disparities are created and maintained, often inadvertently, through institutionalized policies and practices that contain barriers to opportunity.
- It's possible, and only possible, to close equity gaps by using strategies determined through an intentional focus on racial disparities and their root causes.
- If opportunities in all key areas of well-being are equitable, then equitable results will follow.
- Given the right message, analysis and tools, people will work toward racial equity.

Equity 2.0

Everyone Swims

*Public education program for
swimming proficiency & reducing
deaths by drowning*

Responses to narrative shift with respect to government

Government resources are massive relative to private sector

Exclusive retreating to private sector is at best a transactional strategy

Diagnose Systemic Problem: Disparities in deaths by drowning

- **Overall:**
- 4,000 people die from drowning each year
- Drowning rate for American Indians/Alaska Natives was 2x that of Whites, Black/African American rate was 1.4x Whites
- **Disparities @ 11-12 yo**
- Blacks drown in swimming pools 10x the rate of Whites
- Drowning rate for swimming pools for Black children and youth between 5-19 years was 5.5 times the rate for Whites
- <https://www.cdc.gov/mmwr/preview/mmwrhtml/mm6319a2.htm#tab>

Everyone Swims

Seattle Children's Hospital

- Saming approach to public swimming policy:
- Public pool programs to encourage swimming proficiency did not recognize cultural differences and ended up excluding certain populations from swimming opportunities
- Universal goal
- All community residents should have publicly available and safe swimming opportunities
- Webinar, Global Policy Solutions, Targeted Universalism in Public Policy for Public Health and Wellness

Everyone Swims

Seattle Children's Hospital (cot'd.)

Targeted strategies:

- Standardize screening for swim ability at 5-6 year well child visits
- Education about swim opportunities at community health clinics and referrals to pools
- Increase access to scholarships and reduced fees
- Single gender swim times

Implementing the strategy

- King County Community Health Needs Assessment
- Mayor office passed policy for single gender swim
- Public communication regarding benefit to counter assertions of anti-discrimination or first amendment objections

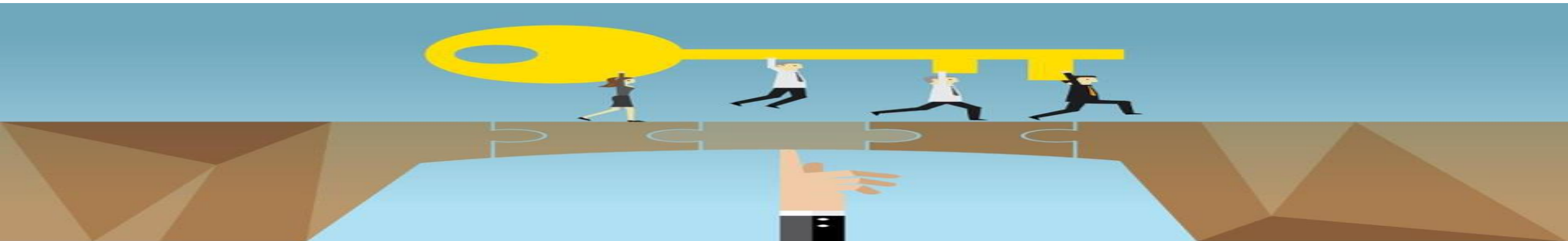


Analysis of Problem:

Health care

Power Matters

- Bridging may look different where there is a power differential. Power is positional, structural, and hierarchal.
- People can gain power through **linking social networks and creating social capital.**
 - Individuals can **build relationships with institutions** and individuals who have relative power to access resources.
- Power also shifts.
- For example: people of color may have more power than whites in certain settings. (e.g. an anti-racism convening)



- Existing health system capacity to address need
- Exists in more than one sub-area of KPNW service area

C. Prioritized description of all the community health needs identified through the CHNA (i.e., issue statements)

Nutrition & physical activity related chronic disease is a health need as evidenced by multiple poor health outcomes, including obesity, diabetes, cancer, cardiovascular disease, and poor mental health.

Economic security is a health need as indicated by poverty, educational attainment, and health insurance coverage, as well as racial and ethnic disparities. Evidence shows that wealth, or a lack thereof, is the strongest determinant of health.

Access to health care, particularly primary care, is a health need with regard to diabetes management, screening for cancers and sexually transmitted disease, and prenatal and dental care.

Maternal and infant health is a health need as indicated by rates of infant mortality, low birth weight, teen births and child poverty as well as racial, ethnic, and geographic disparities.

Mental health is a health need primarily evidenced by suicide, but also by homicide and inadequate social and emotional support, with some geographic and racial disparities.

Cancer, in particular colorectal cancer, but also breast, lung, and prostate cancer, is a health need as evidenced by region-wide higher than benchmark all-cancer mortality rates as well as racial, ethnic, and geographic disparities.

Tobacco use is a health need as a likely risk factor for many poor health outcomes such as breast, lung, and colorectal cancers, and cardiovascular disease, and poor mental health.

Injury is a health need as indicated by both intentional injury (homicide and suicide), unintentional injury (non-transport accidents), as well as racial and gender disparities.

Sexually transmitted disease (chlamydia and HIV) is a health need because it is a general measure of poor health, indicates the prevalence of unsafe sex practices, can be a predictor of cervical cancer (chlamydia), and can be life-threatening (HIV).

Oral health is a health need as indicated by (very) poor dental health, lack of dental care, and in part due to the evidence-based link between oral health and overall health.

D. Community assets and resources available to respond to the identified health needs of the community

1. Existing health care facilities
2. Other existing community resources

Kaiser Permanente has identified and partners with Federally Qualified Health Centers (FQHC), Community Services Clinics (CSC), Tribal Health Centers, and Rural Health Clinics across the *primary* and *secondary* service areas. These health care facilities represent a large set of resources available to respond to the identified community health needs. In addition to providing primary health care services and in some cases specialty care, these health care clinics also serve as resource hubs to connect patients with other essential social



2014 Community Health Needs Assessment

Kaiser Foundation Hospital – WESTSIDE

License #1073



To provide feedback about this Community Health Needs Assessment, email CHNA-Communications@kp.org.

Identifying Strategic Issues to Address Health Equity

As you develop strategic issues, remember that questions are never neutral. Rather, people apply frames that influence the questions they ask. They are posed within specific social, political, historical, and cultural contexts. Questions are often driven by institutional agendas, values, and priorities that may or may not address community members' needs and wants.

The following table contrasts conventional and health equity questions that can be used to understand public health problems and identify potential solutions. When analyzing data from the MAPP Assessments to identify strategic issues, use a health equity frame to ask your community these questions.

CONVENTIONAL APPROACH	HEALTH EQUITY APPROACH
Why are people unhealthy in our community?	What social conditions and economic policies make some people more likely to be unhealthy?
Why can't vulnerable populations access services?	What institutional policies and practices prevent people from accessing services?
What types of services and resources do we need to improve health?	What fundamental policy changes do we need?
How do we reduce disparities in health outcomes?	How do we eliminate the social injustices that produce inequities in health outcomes?
What programs and services do we need to address health disparities?	What kind of collective action and structural social changes do we need to tackle health inequities?
What unhealthy behaviors should we discourage among vulnerable populations?	What interests and power structures affect people's health and wellness?
Which government officials, expert researchers, or media personalities best understand the issue?	Which community members and grassroots organizations can best define the issue?
Which public officials and research institutions will decide on appropriate courses of action?	How can we work within our communities to define and prioritize public health concerns?
How can we make people more responsible for their own health?	How can we create social responsibility and public accountability to protect the public good?

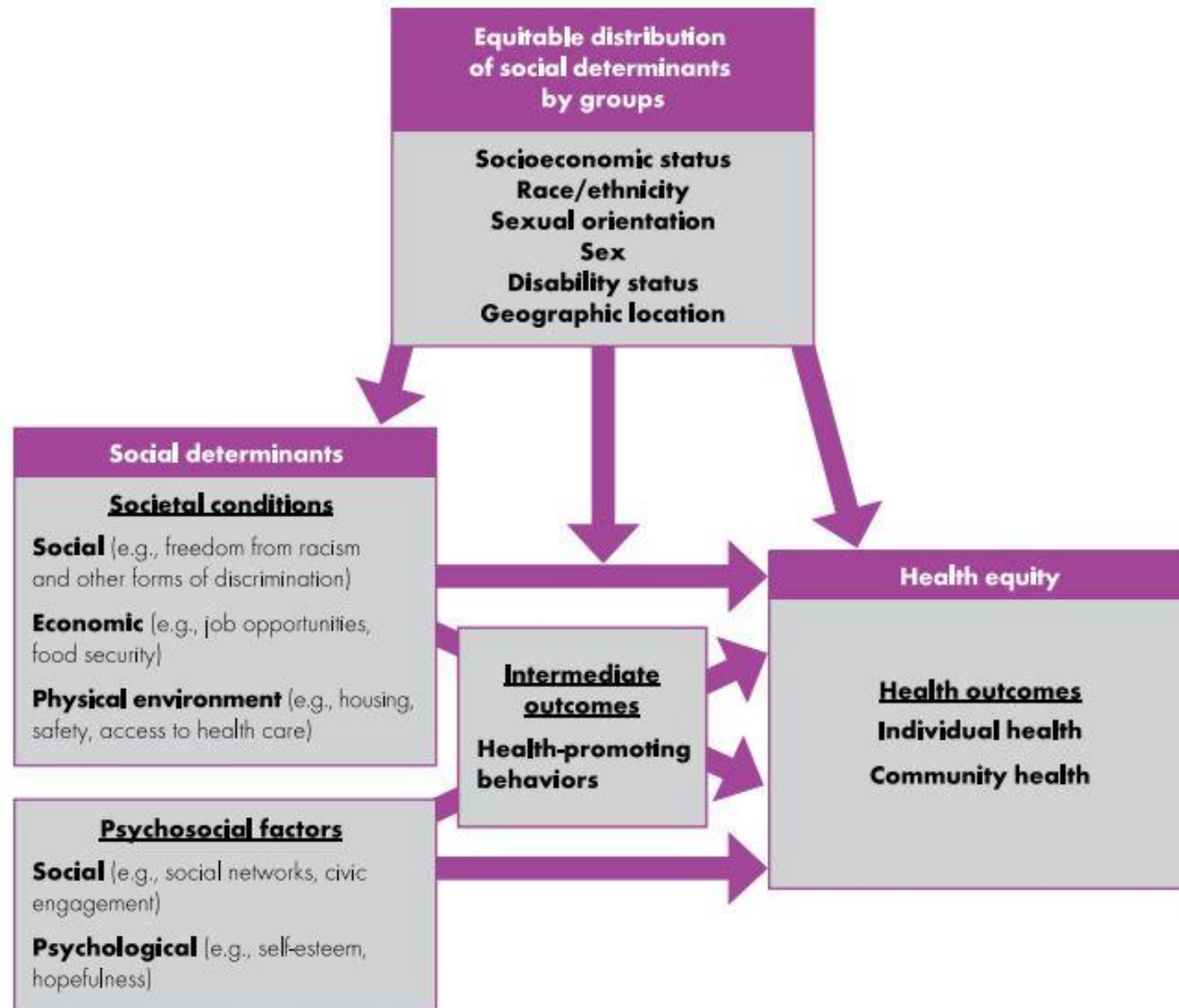
Health
Equity

PHASE FOUR: Identify Strategic Issues

Equity is not equality

- The MAPP framework and CHIP process looks at inequities, not inequalities
- Equity requires consideration of difference rather than a gap in performance measures

Figure 1.1: Pathways from Social Determinants to Health



Social determinants of health broadly include both societal conditions and psychosocial factors, such as opportunities for employment, access to health care, hopefulness, and freedom from racism.

These determinants can affect individual and community health directly, through an independent influence or an interaction with other determinants, or indirectly, through their influence on health-promoting behaviors by, for example, determining whether a person has access to healthy food or a safe environment in which to exercise.

Analysis of Problem:
*Organizations setting local
priorities for intervention*

Targeted Universalism

Responsibility.

**Structures are
not neutral.**

Power gives us
greater positive
access to
structures and
more ability to
shape structures.

*A Black Yale Student Was Napping,
and a White Student Called the Police*



The Yale campus. A graduate student in the university's African studies program said she was harassed for taking a nap in a common area. Dave Sanders for The New York Times



*Starbucks C.E.O. Apologizes
After Arrests of 2 Black Men*

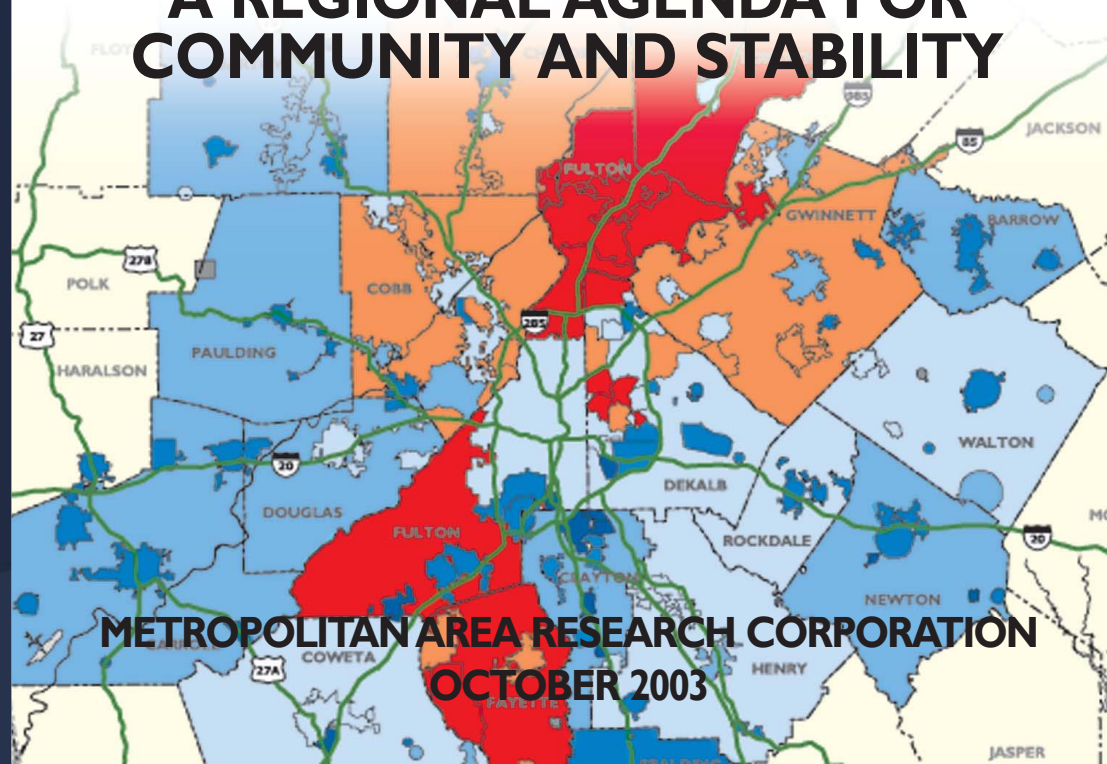


Annie E. Casey Foundation

- **Place based work portfolios:**
- Committed to financial literacy
- Many more options, but financial literacy self-enforced through funding
- Our year-long engagement assisted their strategic planning and program priorities
- We led 4-10 workshop series with different internal audiences
 - Workshops
 - Elaborate analysis to assist their reflection process
 - Emphasized consideration of population groups, and constituent groups
- Expert research @ O&BI we understand the potential of strategies, their local expertise determines priorities

ATLANTA METRO PATTERNS

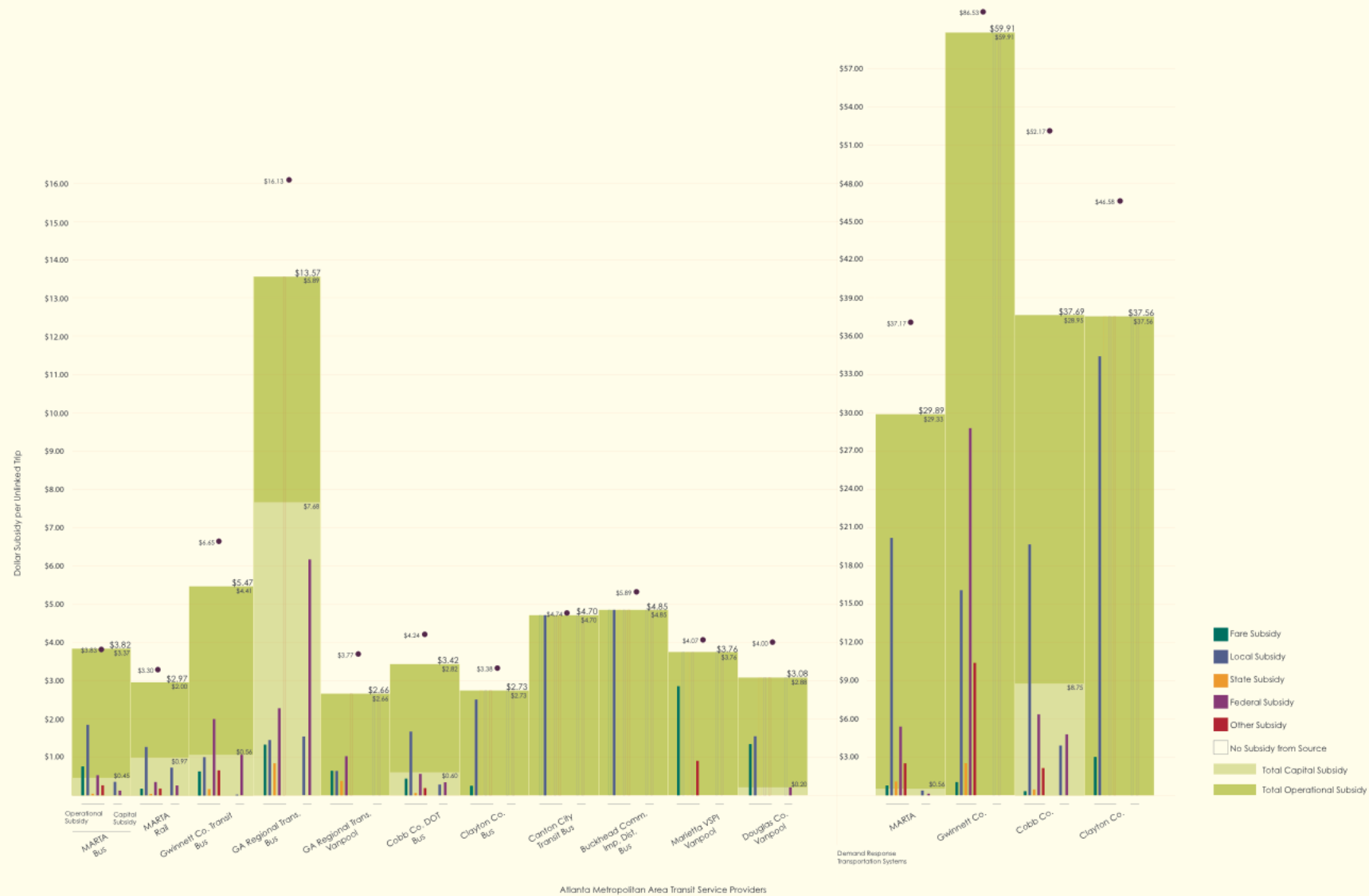
**A REGIONAL AGENDA FOR
COMMUNITY AND STABILITY**



**METROPOLITAN AREA RESEARCH CORPORATION
OCTOBER 2003**

PUBLIC TRANSPORTATION SUBSIDIES IN METROPOLITAN ATLANTA

THE COMPOSITION, TYPE, & AMOUNT OF SUBSIDIES



above-median employment density as well as tritiles and splines for the same divisions. The coefficients on different ranges were within 10 per cent of each other and the differences were not statistically significant, implying that the log-log model form is accurate. We also tested for non-linearity in the transit-agglomeration models, expecting that only sufficiently large transit systems might have significant effects on employment density or population. While doing so was hindered by the relatively small number of metropolitan areas with rail service, we found no strong evidence of non-linearity here either.

6. Conclusions

These results suggest that the per capita productivity benefits of increasing transit service are smaller for larger metropolitan areas in percentage terms, but the net effects are larger because of the larger pool of workers. Benefits are even higher on a percentage basis for areas with existing transit systems, since percentage changes to larger systems result in substantially larger absolute changes. For example, a 10 per cent increase in transit service has a much larger overall productivity benefit in the Chicago area, which has a large labour force and an extensive transit system, than it does in the Tampa–St Petersburg metro, which has a smaller labour force and a less developed transit system.

Of the three measures of agglomeration, the most reliable and intuitive results were for the effects of transit service on wages via the central city employment density agglomeration channel. Previous research on physical agglomeration and productivity has often used metropolitan area-wide agglomeration measures, but finer measures such as this one are potentially influential. Central cities are particularly important because

they include concentrations of employment that are most likely to be served by transit. Interestingly, we find that total transit services—including buses, which are more commonly used outside the core CBD—are about as highly associated with central city employment density as rail service. The results for the total transit measures also help to validate the rail-only results, because they include many more cities with non-zero values for transit service.

There are several caveats to mention. The relationship between transit and physical agglomeration is possibly very long term, in marked contrast to travel-time-based agglomeration economies, which can occur quickly. Our analysis used metropolitan-level measures, thus investigating only urbanisation economies and neglecting industry-specific agglomeration mechanisms. Despite correcting for endogeneity and using lags, our data were essentially cross-sectional and so there are the usual reasons for caution in applying these estimates to future increases in transit service. Given the varying transit service measures used in our analysis, and the difficulty of estimating models with suitable diagnostic results, the estimates should be interpreted mostly by sign, statistical significance and overall magnitude. While we additionally control for the effects of highways, this variable is not instrumented; likewise, we do not control for access to ports or airports, which might also have agglomeration and productivity impacts.

Impediments to improving this work are significant, but at least partly surmountable as data become more readily available. It would be particularly informative to have sufficient panels to estimate long-run effects. More finely created measures of agglomeration, such as measures of firm clustering near transit stops, would also be useful.

“...These results suggest that the per capita productivity benefits of increasing transit served are smaller for large metro areas in percentage terms, but the net effects are larger because of the larger pool of workers. ...”

Chatman & Noland (2003) Transit, Agglomeration and Productivity

REGIONAL SNAPSHOT

May 2012

The Who, What, Where and Why of Transit in the Atlanta Region

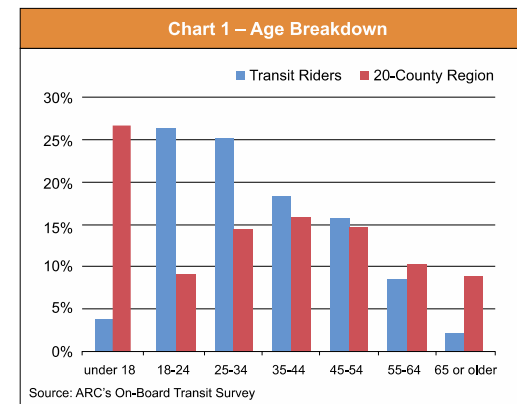
This *Regional Snapshot* revisits ARC's **On-Board Transit Survey** to get a better understanding of who is riding transit, why they are riding and where they are going. It also explores American Community Survey data to show the characteristics of neighborhoods that have some degree of transit accessibility, either located near a bus stop or located in a more "premium" transit area close to a rail station. Finally, the *Snapshot* also looks at the spatial relationship between transit accessibility and zero-car households – i.e. those areas most likely to be reliant on transit.

The *Snapshot* finds that the percent of those using transit to go to work doubles in neighborhoods with close proximity to transit and more than triples in areas with "premium" transit access. In short, where transit is available, people use it.

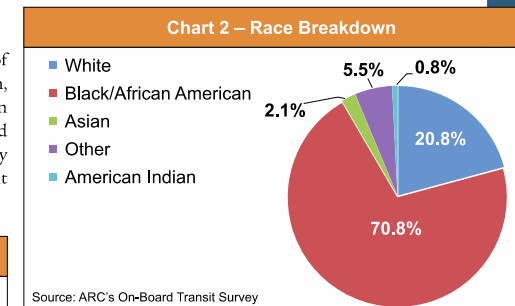
ARC conducted the On-Board Transit Survey in 2009, which included all transit providers, including the now defunct Clayton County (C-TRAN) bus system. Almost 50,000 useable surveys were obtained. For more information about the On-Board transit Survey, please visit this link: <http://www.atlantaregional.com/transitsurvey>.

WHO RIDES TRANSIT?

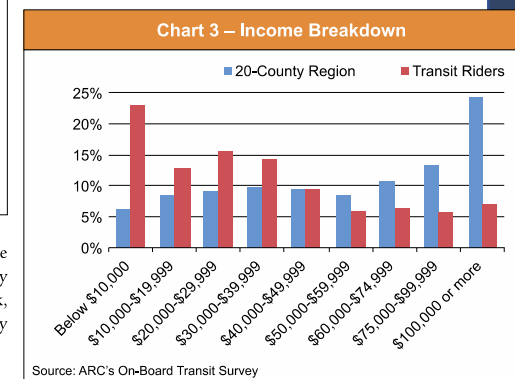
As Chart 1 shows, the majority of transit riders are between the ages of 18 and 34, comprising almost 52 percent of all riders. In comparison, only 24 percent of the 20-county region's total population is between the ages of 18 and 34. Only two percent of transit riders are 65 and older (compared to nine percent of the total population), while only four percent of transit riders are under 18 (compared to 27 percent of the total population)



While direct comparisons of the race of transit riders and the race of regional residents are not possible because of different survey methods, Chart 2 shows that 71 percent of transit riders are Black, which indirectly compares to about 32 percent of the 20-county region's total population

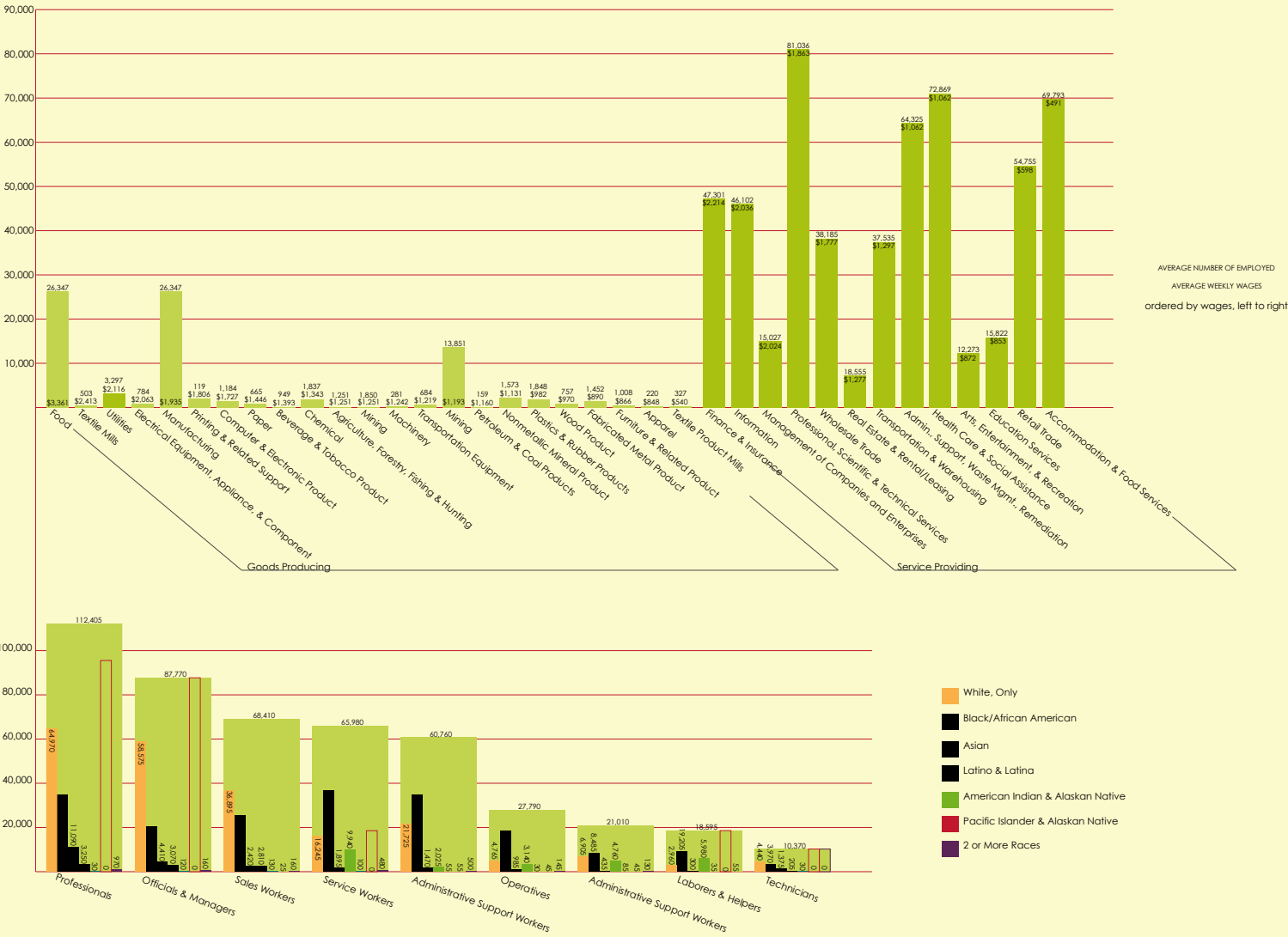


A slim majority (51.4 percent) of transit riders have household incomes of less than \$30,000, compared to 24 percent of the 20-county region's residents with household incomes of less than \$30,000.



ECONOMY & EMPLOYMENT

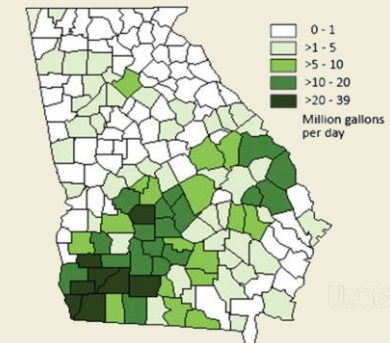
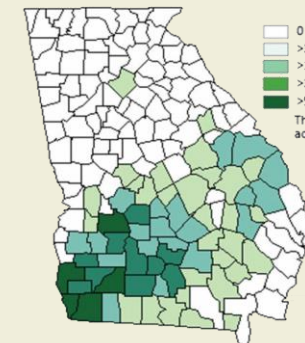
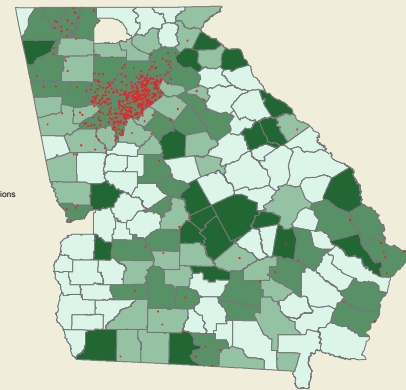
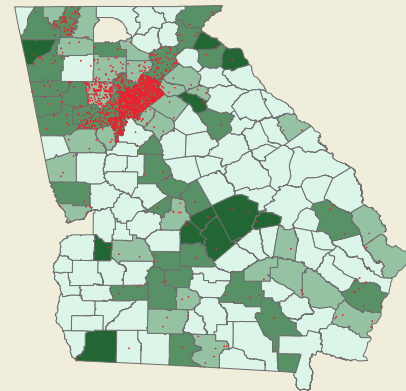
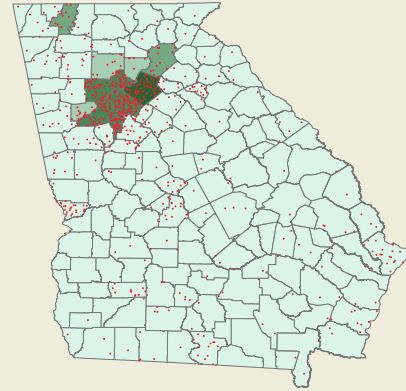
WAGE, RACE & SECTOR



Data Source: 2012 US Census, EEO; Georgia Department of Laborworkfor ce Statistics & Economic Resear ch 2012 Averages

Atlanta's Enrollment in DHS Secure Communities

A growing barrier to access & belonging



This makes the interior of the state much less secure for immigrant communities (citizen immigrant families and non-immigrant) due to the shift in immigrant policing (no longer simply immigration enforcement. And brings to the immigrant material experience many of the similar prison and justice system regarding criminalization and racialization.

This data includes annual statistics on “criminal” and “non-criminal” offenses extends from 1992-2012. The data is on a different scale than the data mapped, as it is gathered from immigration courts and not exclusively from DHS’ SCOMM program. Additionally, Alabama and Georgia are not included in the data as they have no deportations exclusively for Georgia.

SCHOOL BASED LAW ENFORCEMENT ECOUNTERS - ARRESTS/REFERRALS

Pct. non-White pop. in 2010
by census tracts overlaid by
school district boundaries
and high schools

FULTON COUNTY, GEORGIA



0 3 6 9 12
Miles

High sch. arrests/referrals

Percentage of suspensions

- 7.5% or less
- 7.5% - 15%
- Above 15%
- No arrests or referrals

□ Unified School Districts

Census tracts

% non-White pop 2010

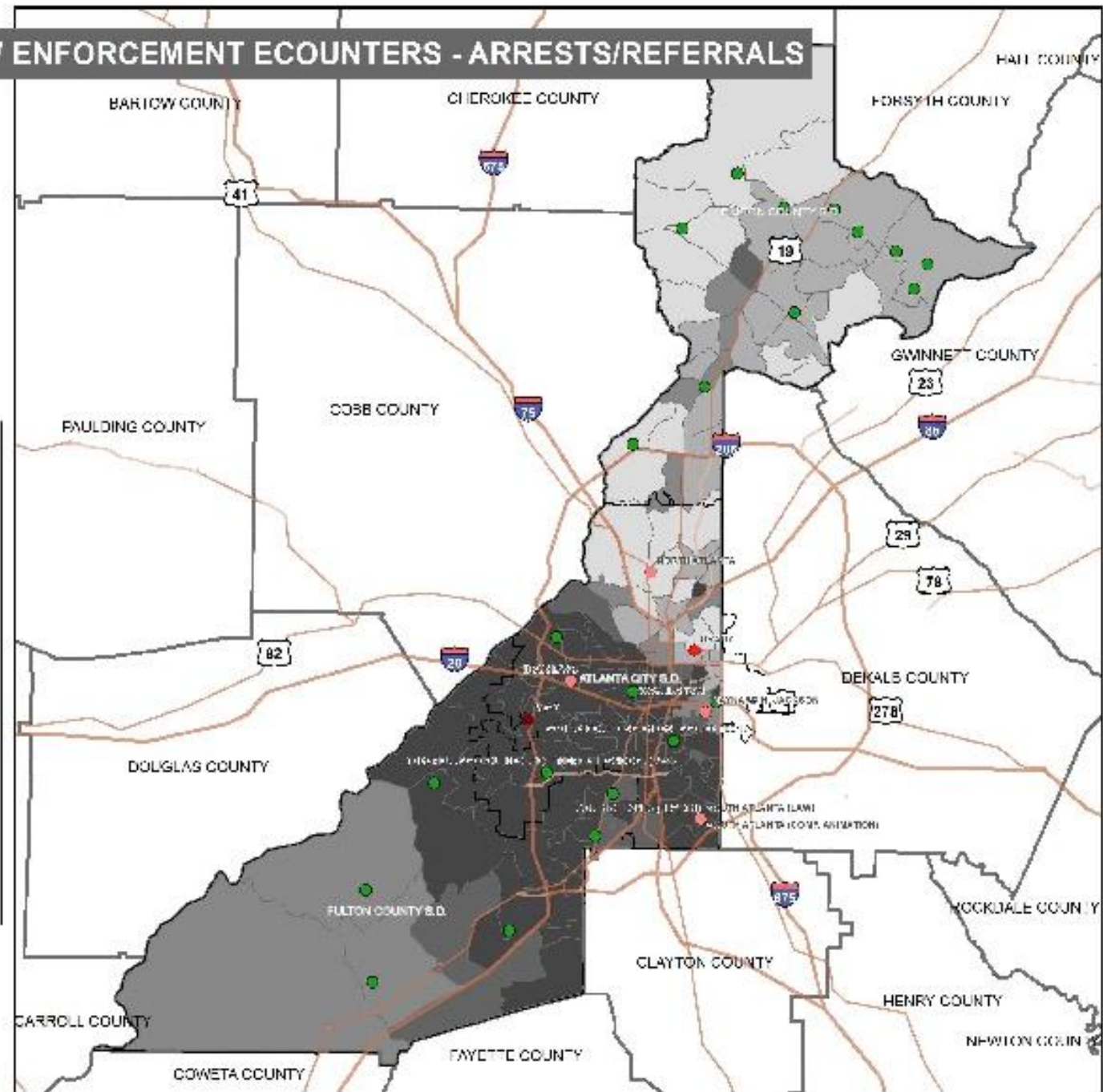
- 20% or less
- 20% - 40%
- 40% - 60%
- 60% - 80%
- Above 80%

* S.D. = School District

Source: FSR - Business Analyst 2010

Georgia Dept. of Ed.

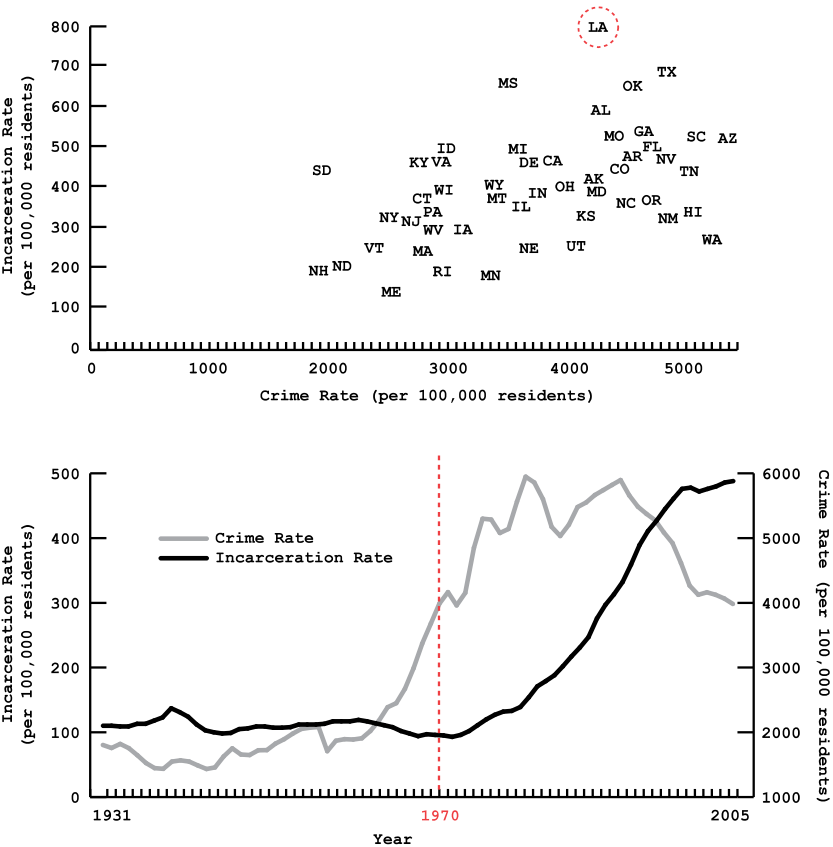
Date: November 10, 2013



The Growth of Prisons

The United States has the highest rate of incarceration of any country in the world. Though it has only four percent of the world's population, the U.S. is home to one quarter of the world's incarcerated individuals.¹ Since 1970, the state

and federal prison population has grown eightfold to nearly 1.6 million. With another 723,000 people in local jails, a total of 2.3 million Americans are incarcerated. As a 2008 Pew Charitable Trust report documents, for the first time in the nation's history more than one in 100 American adults are behind bars.²



Top: Louisiana leads the nation in incarcerations.
Source: FBI Uniform Crime Report and Bureau of Justice Statistics

Bottom: The crime rate in the U.S. has been falling since 1991 and is as low today as it was in 1970. In contrast, incarceration rates have climbed rapidly and continue to grow. Source: Bureau of Justice Statistics

From Crime Maps to Geographies of Incarceration

Crime maps are common instruments for policy makers and urban police forces pursuing tactical approaches to fighting crime. The places where crimes are committed cluster in so-called “hotspots” on which resources can be concentrated. The benefits of this approach are short-lived. The city spaces that are targeted may become safer, but too often crime incidents are simply displaced to other locations.

The geography of crime differs considerably from that of incarceration. When data about the residences of those admitted to prison are mapped, they show that a disproportionate number of the 2.3 million people in U.S. prisons and jails come from very few neighborhoods in the country's biggest cities.³

Prison admissions maps have the potential to guide urban designers, planners, and policy makers in pursuing strategic investments in infrastructure, social capital, and governance that could produce different patterns in our cities.

Million Dollar Blocks and Neighborhoods

In many places the concentration of prison admissions is so dense that states are spending in excess of a million dollars a year to incarcerate the residents of single city blocks or neighborhoods. Eric Cadore began to identify what are now known as “million dollar blocks” and “million dollar neighborhoods” to describe this pattern.⁴ The areas often show a high degree of poverty and disinvestment, as well as neglect of key civic institutions and urban infrastructure. Millions of dollars are spent on these neighborhoods, but not *in* them.⁵

Socio-Spatial Analysis of Incarceration

The U.S. Department of Justice reports yearly on the social and demographic statistics of incarceration. Its data reveal that high percentages of the people in American jails and prisons are people of color and male.⁶ Analysis of the statistics indicates that high percentages of incarcerated people have (or had) incomes that put them at or below the poverty line.⁷

Very little research, however, treats these statistics as indicative of an urban or spatial phenomenon. Using maps as tools, our research has focused on defining the spatial patterns that link poverty, racial segregation, and incarceration, and on investigating how their repeated coincidence takes on identifiable urban forms.⁸

These patterns suggest that policy responses to urban poverty and racial isolation have systematically abandoned the neighborhoods they were meant to address. This disinvestment has been matched by increased investments in the institutions of the criminal justice system, particularly jails, prisons, and other infrastructure of incarceration. Today, those institutions constitute the primary public investment in many of the nation's most distressed communities.

Infrastructure and Exostructure

Prisons act as part of the public infrastructure of cities. In some neighborhoods they are the best-funded and most significant government institutions. But unlike streets, utilities, communication networks, parks, hospitals, and schools, prisons are often located hundreds of miles away. Rather than directing resources toward the neighborhoods, prisons act more like urban exostructures, displacing investments to prison towns outside of the communities to which prisoners will return.



EXISTING JUSTICE REINVESTMENT ASSETS ACTIVE IN CENTRAL CITY, MARCH 2007

JUSTICE

- 1 Catholic Charities*
- 2 Family & Friends of LA's Incarcerated Children
- 3 Juvenile Justice Program of Louisiana
- 4 Juvenile Regional Services
- 5 Safe Streets Strong Communities
- 6 Youth Empowerment Project

HEALTH

- 7 Booker T. Washington School Based Clinic
- 8 Central City Mental Health Clinic
- 9 Edna Pilsbury Clinic
- 10 Family Dental Clinic
- 11 Guste Home Clinic
- 12 NOLA Mission + Homeless Clinic
- 13 REACH NOLA
- 14 Senior Citizen Center
- 15 Tulane Community Health Center *On the Road*

PHILANTHROPY

- 16 Baptist Community Ministries*
- 17 Open Society Institute*

CIVIC

- 18 Allie Mae Williams Multi-Service Center
- 19 Central City Partnership
- 20 Central City Renaissance Alliance
- 21 Urban Impact Community Center

RECREATION

- 22 A.L. Davis Playground Park
- 23 Parkway Partners
- 24 Taylor Center Park
- 25 Van McMurray Park

FAITH

- 26 Berean Presbyterian Church
- 27 Castle Rock Com. Church
- 28 God Who Cares Tabernacle
- 29 Israelite Baptist Church
- 30 Living Witness Ministries + Kids Cafe
- 31 Mt. Zion United Methodist Church
- 32 New Hope Baptist Church
- 33 St. John the Baptist Catholic Church

EDUCATION

- 34 1st Steps Child Development Center
- 35 Berean Head Start
- 36 Booker T. Washington High School
- 37 Café Reconcile
- 38 Carter Woodson Middle School
- 39 Central City Head Start
- 40 Clear Head Learning Center
- 41 St. John Community Center + Childcare
- 42 Dr. MLK Jr. Charter School
- 43 Dryades YMCA
- 44 Florence Chester Elementary School
- 45 High School Signature Center
- 46 John Hoffman Elementary School
- 47 Kids Camera Project*
- 48 KIPP School Central City
- 49 LA Dept. of Ed. Afterschool Tutoring
- 50 MLK Head Start
- 51 Recovery School District*
- 52 Safe & Smart Afterschool/Summer Camp
- 53 Sylvanie Williams Elementary School
- 54 Thomy Lafon Elementary School
- 55 William J. Guste Elementary School
- 56 Youth Multi Media Center
- 57 The Corps Network*

ARTS

- 58 Ashé Cultural Arts Center

HOUSING

- 59 B.W. Cooper Homes
- 60 C.J. Peete Homes
- 61 New Orleans Area Habitat for Humanity*
- 62 Neighborhood Development Foundation*
- 63 N.O. Neighborhood Development Collaborative*
- 64 William J. Guste Houses

ECONOMIC

- 65 Central City Economic Opportunity Corporation
- 66 Good Work Network
- 67 Hope Credit Union
- 68 O.C. Haley Business Association*

* not located in Central City or no permanent physical space

Left: Proposed Justice Reinvestment Corridor extends the city's Target Recovery Corridor along O.C. Haley Boulevard, Jackson Avenue, and La Salle Street, connecting existing neighborhood assets.

Top: Target Recovery Areas and proposed Justice Reinvestment Corridor superimposed on prison expenditure map, 2007.

individuals and for members of the community at large who, by proximity and association, are affected by incarceration. Through the examination of maps like the one below, participating organizations came to understand the overlap between their work in a specific field (e.g. health and education) and the issue of justice reform and specific need of residents in

this neighborhood. A Justice Reinvestment proposal for Central City was presented by the Spatial Information Design Lab to the New Orleans City Council in July 2007. The plan expands on the three recovery and rebuilding plans developed by the City of New Orleans and its residents: the Bring

New Orleans Back Commission, Lambert, and Unified New Orleans Plans. These three plans were consolidated into 17 Target Recovery Plans by the Office of Recovery Management, including two located in Central City. A Justice Reinvestment network would benefit from and reinforce these existing plans. The city is currently proposing \$1.3 million in improvement

and development projects along the stretch of O.C. Haley Boulevard north of Martin Luther King, Jr. Boulevard. By extending the Target Area corridor past M.L.K. Boulevard to the south, the Justice Reinvestment network could connect these improvements to those areas of the neighborhood with the highest incarceration rates.





FEB
19

Black Panther, Special Community Screening

Public · Hosted by Equal Justice Society and 2 others

✓ Interested ▾

...



Monday, February 19, 2018 at 7 PM – 10 PM
More than a year ago



Grand Lake Theatre
3200 Grand Ave, Oakland, California 94610

[Show Map](#)

About

Discussion

117 Went · 708 Interested

[See All](#)



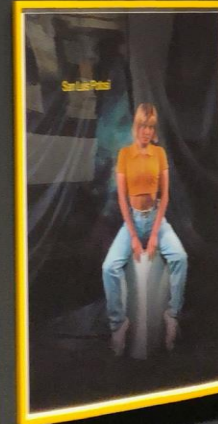
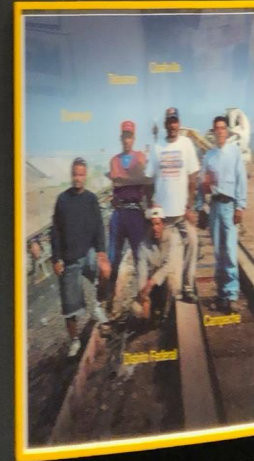
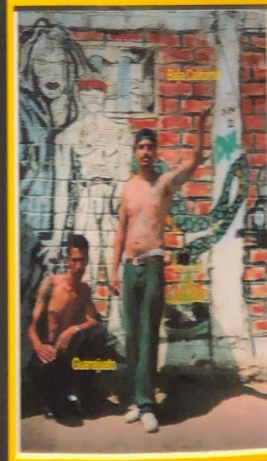
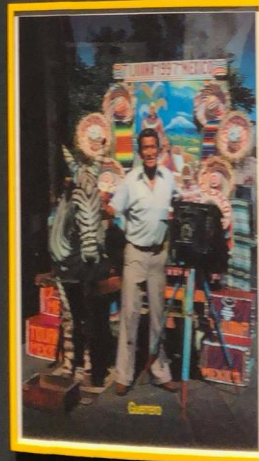
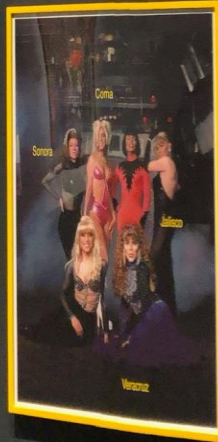
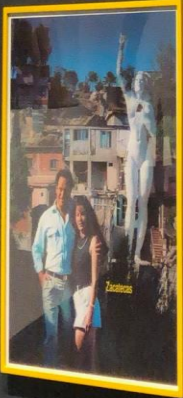
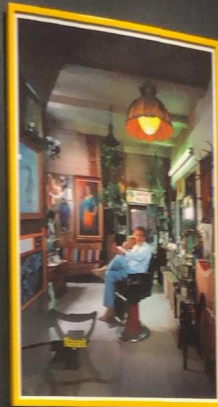
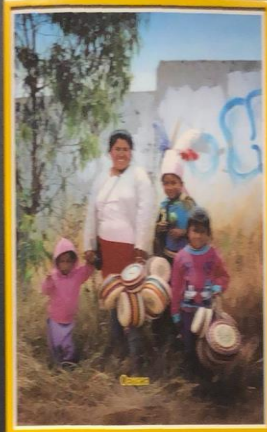
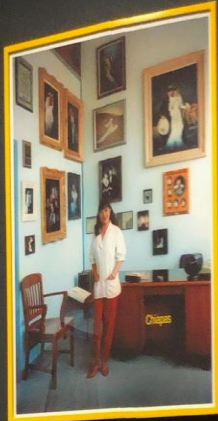
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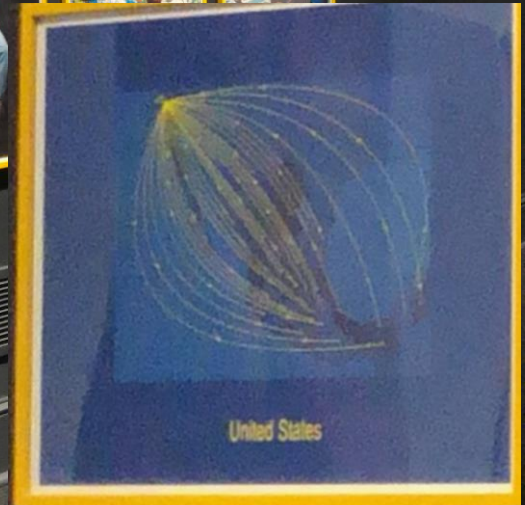
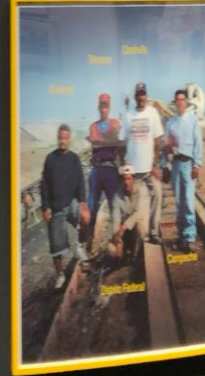
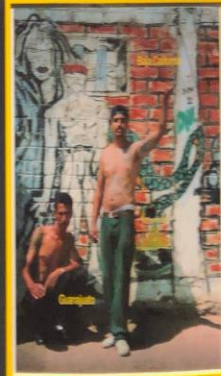
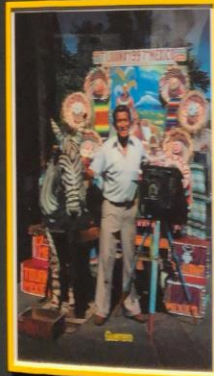
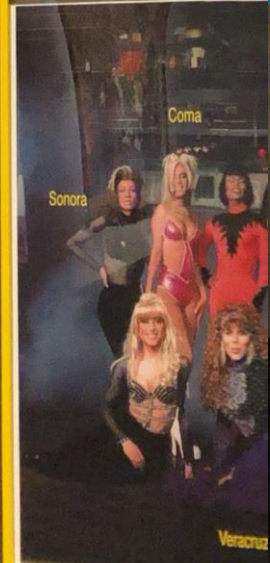
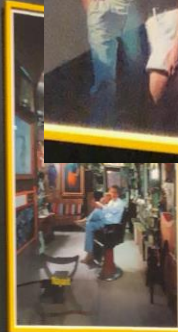
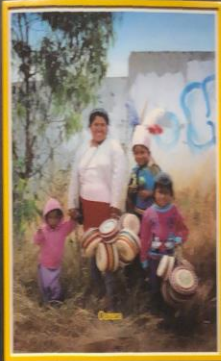
Details

Haas Institute for a Fair & Inclusive Society, PolicyLink, and the Equal Justice Society present a special community screening of:

MARVEL'S BLACK PANTHER
Monday, February 19, 2018
7:00 PM
Grand Lake Theater
3200 Grand Ave, Oakland
Community discussion to follow film.

UPDATE FEB. 13: We released the public pool of tickets at 1:00 p.m. and it was sold out around 47 minutes later. We're sorry that we could not make more tickets available.





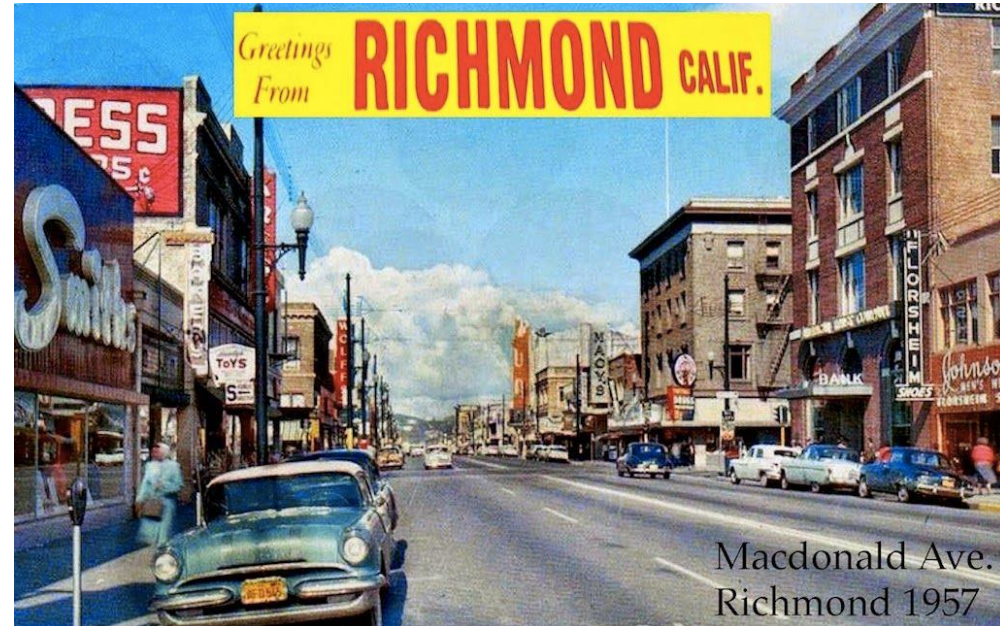


Equity 2.0

Housing and land management

1. Community-owned Development Enterprise (CDE)

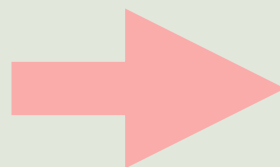
- Community-owned and governed
- Goal is creating a resilient, prosperous and healthy neighborhood, not a profitable neighborhood
- Facilitates development without displacement



Lessons from Richmond, CA

Designing the Policy

- Training community members
- Participatory planning process
- 501(3) to protect grassroots organizing



Implementing the Policy

- Cohesive mission
- Representative Board of Directors
- Community governance to achieve community-identified goals

2. Low-Income Housing Tax Credits (“LIHTC”)

LIHTC Database Access: HTML Output

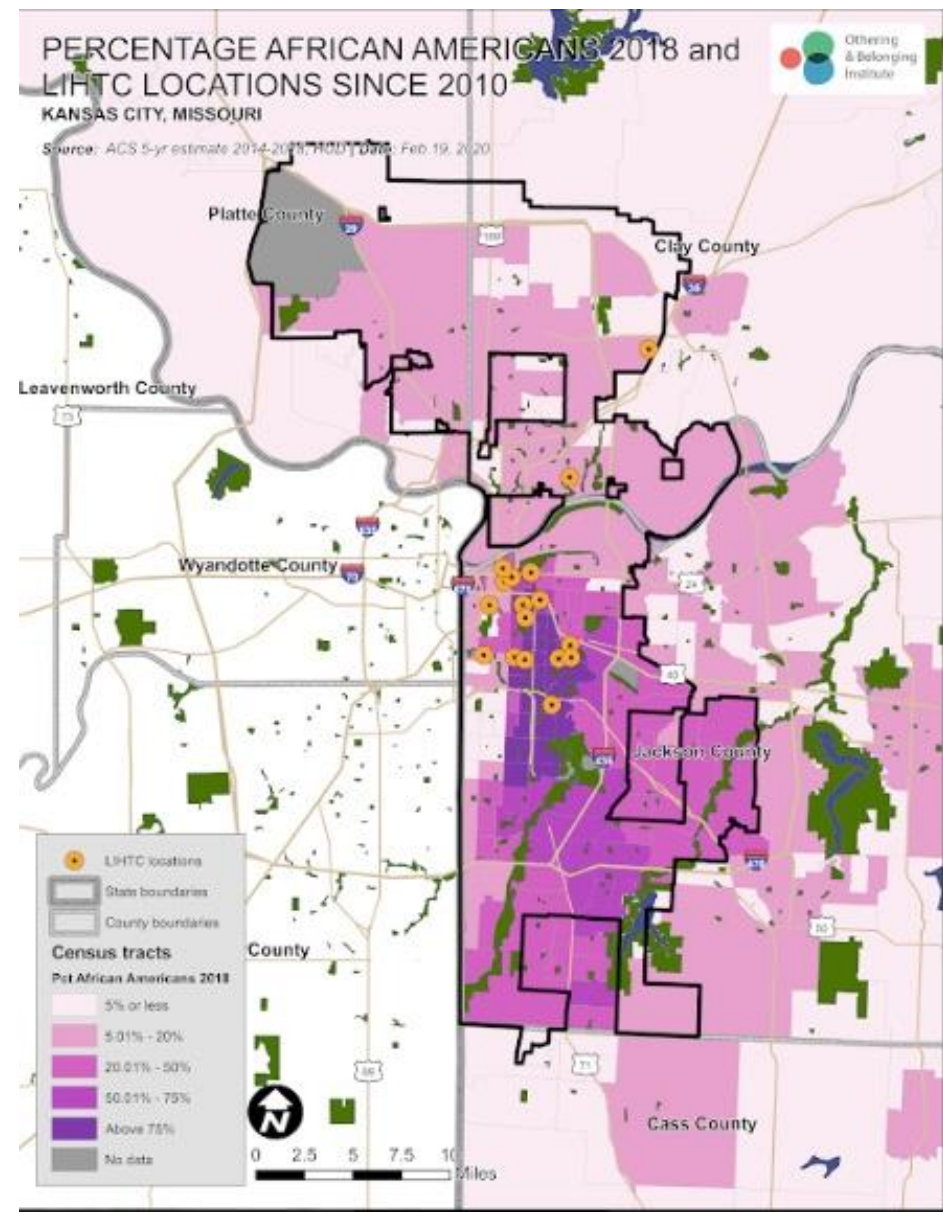
HUD ID Number:	Project Name:	Project Address:	Project City:	Project State:	Project ZIP Code:	Total Number of Units:	Total Low-Income Units:
MOA20110010	BASIE COURT REDEVELOPMENT INVESTORS	1940 Woodland Ave	Kansas City	MO	64108	88	88
MOA20110050	CHATHAM APTS	3701 Broadway Blvd	Kansas City	MO	64111	40	40
MOA20110055	COLUMBIA LOFTS	2006 Wyandotte St	Kansas City	MO	64108	35	35
MOA20110085	EAST VILLAGE APTS	950 Holmes St	Kansas City	MO	64106	50	50
MOA20110185	SAMANTHA HEIGHTS	130 E College St	Independence	MO	64050	125	125
MOA20120040	GRANDVIEW ESTATES	116 N Ward Rd	Independence	MO	64050	32	32
MOA20120090	OAKLAND HEIGHTS	2448 Euclid Ave	Kansas City	MO	64127	107	107
MOA20130002	AUGUSTINE S CAMERON PLACE	3218 Brighton Ave	Kansas City	MO	64128	48	48
MOA20140100	PALMER PLACE SENIOR APTS	218 N Pleasant St	Independence	MO	64050	41	41
MOA20140150	SEVEN OAKS ESTATES	3711 Jackson Ave	Kansas City	MO	64128	44	44
MOA20140160	ST MICHAEL HOUSING PHASE I	3838 Chelsea Dr	Kansas City	MO	64128	58	58
MOA20140240	WILLOW BEND VILLAS	5110 Westridge Cir	Raytown	MO	64133	40	40
MOA20160010	FAXON SCHOOL APARTMENTS	3710 Paseo Blvd.	Kansas City	MO	64109-0000	46	46
MOA20160013	IVANHOE GATEWAY AT 39TH	3800 Garfield Avenue	Kansas City	MO	64109-0000		0
MOA20160028	ROSE HILL TOWNHOMES	1101 Admiral Boulevard	Kansas City	MO	64106-0000	33	33
MOA20160036	ST. MICHAEL'S HOUSING PHASE II	3818 Chelsea Drive	Kansas City	MO	64105-0000	59	59
MOA20170009	COLUMBUS PARK LOFTS	701 E. 4TH STREET, BLDG. A	KANSAS CITY	MO	64106-0000	108	54
MOA20170021	PENDLETON FLATS	533 BROOKLYN AVENUE	KANSAS CITY	MO	64124-0000	30	24
MOA20170022	PHIL B. CURLS MANOR	3900 E. 52ND STREET	KANSAS CITY	MO	64130-0000	54	54
MOA20170028	SYCAMORE GROVE APARTMENTS	2920 E. 17TH STREET	KANSAS CITY	MO	64127-0000	179	179

KC LIHTC properties created since 2010

Source: <https://lihtc.huduser.gov/>

- Federal funds provided to states
- Creation and preservation of low-income rental housing through tax
- Maximum rent is based on community's average income

African American population 2018 &
LIHTC locations since 2010,
Kansas City



Lessons from the Bay Area

- Ensure LIHTC Housing is available across “boundaries of opportunity”
- Promote LIHTC in integrated neighborhoods



Opportunity, Race, and Low Income Housing Tax Credit Projects

An Analysis of LIHTC Developments in the San Francisco Bay Area

by Phuong Tseng, Heather Bromfield, Samir Gambhir, and Stephen Menendian

3. Tax Increment Financing (“TIF”)

- Primarily targets “blighted” areas and public infrastructure
- Economic Development Corporation of Kansas City TIF Program



Mayorally-appointed TIF Commissioners with the Mayor: (L-R): Jane Brown, Bobby Her Tammy Queen, Alissia Canady, Mayor Quinton Lucas, Lee Barnes, Ryana Parks-Shaw, M Michael McGee, Pam Mason

Economic Development Corporation of Kansas City (EDCKC)

- Projects must be approved by the TIF Commission and City Council
- Strong focus on blight areas and public infrastructure
- Must ensure TIF centers affordable housing options

Civic Mall TIF Federal Courthouse

•Jobs Created/Retained	551
•Total Investment	\$37.3 Million
•Public Infrastructure	\$13.5 Million



Original Assessed Value: \$2.1 Million
Current Assessed Value: \$40.5 Million



4. Inclusionary Zoning

- Local Land Use Regulations
- Response to Exclusionary Zoning Policies
- Promotes integration and housing stability through Below Market Rate (BMR) housing options



San Francisco Inclusionary Zoning

- A mandatory inclusionary housing program established in 1992
- Led to a boom in Below Market Rate (BMR) units as a condition of market-rate housing development
- Effective program but at the expense of many long-term San Francisco residents

Table 2: San Francisco's Inclusionary Housing Program Beneficiary Demographics

	Pre-2000	2000-2009	2010-2017	Since inception
Total developments	22	103	62	187
Rental	2	31	26	59
Ownership	20	72	36	128
Total BMR units	101	951	1,186	2,238
Beneficiaries				
Asian	14.9%	45.4%	42.9%	42.8%
Rental	1	34	275	310
Ownership	14	398	235	647
Black	0.0%	1.7%	6.6%	4.1%
Rental	0	10	66	76
Ownership	0	6	9	15
Hispanic	0.0%	4.1%	13.2%	8.8%
Rental	0	16	127	143
Ownership	0	23	31	54
Other	1.0%	2.7%	5.7%	4.2%
Rental	0	8	55	63
Ownership	1	18	13	32
White	7.9%	15.9%	15.2%	15.1%
Rental	0	18	89	107
Ownership	8	133	91	232
Unknown	76.2%	30.2%	16.4%	25.0%
Rental	3	149	183	335
Ownership	74	138	12	224
Total	100.0%	100.0%	100.0%	100.0%

Data source: SF MOHCD (January 15, 2019).

5. Housing Trust Funds

- Funding established by local governments to support the construction and preservation of affordable housing
- Reliance on public revenue rather than budget allocations
- Allows funds to be used flexibly and innovatively



6. Land Banks



- Convert vacant, abandoned, and tax delinquent properties into productive use in accordance with local land use goals and priorities
- Kansas Land Bank established in 2010 allowing purchase of vacant homes, lots, and side-lots

Kansas City Land Bank

- Established in 2012 after opposition within the Missouri General Assembly
- Land Bank of Kansas turns vacant lots into productive use and places them on tax rolls using three programs



Houses & Building



Side Lot Program



Vacant Lots & Land





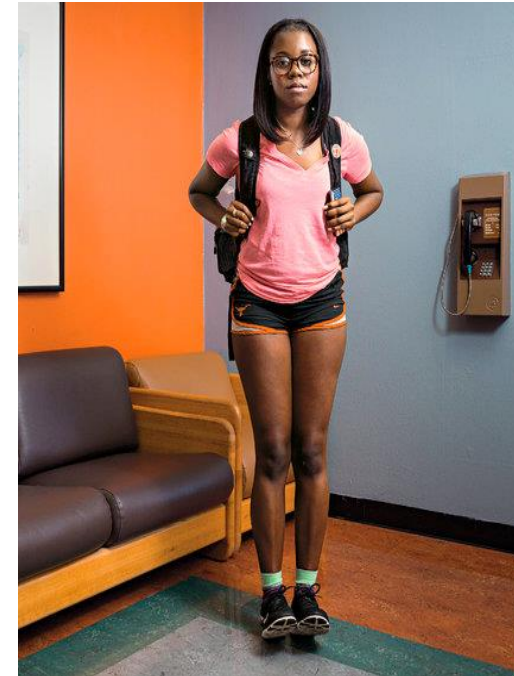
Equity 2.0

In school

Vanessa B. at the University of Texas at Austin

- Low-income family
- First generation college student
- Top 7% percent of her high school class
- Failed her first college exam in statistics
- Mother tried to comfort her: “maybe you just weren’t meant to be there.”

Why didn’t Vanessa excel like her high school record suggested?



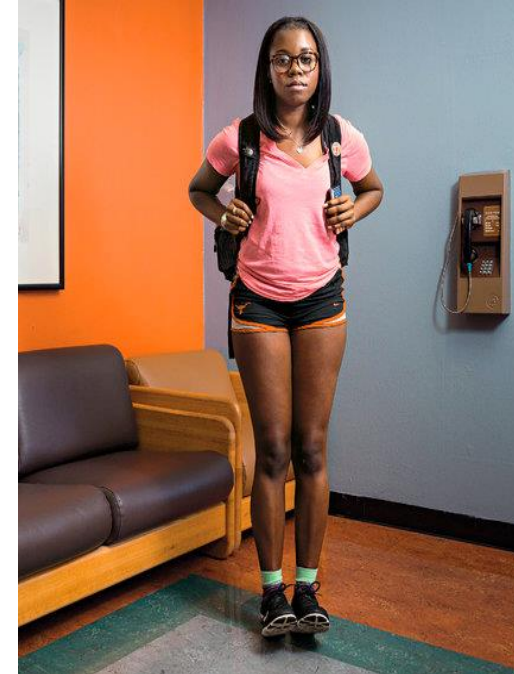
Source: Tough, P. (2014). Who gets to graduate? New York Times

What Makes Students Successful?

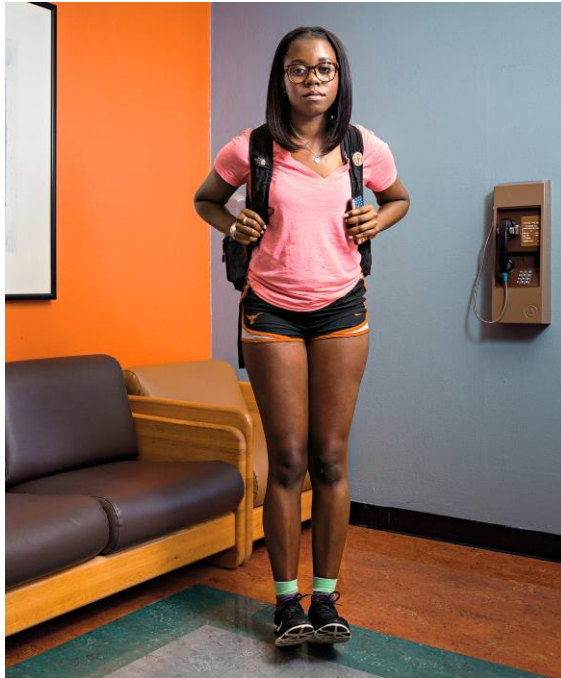
- Quality of high school education
- Availability of college
- Family support system
- Resources

UT Austin has put in place programs that promote:

- Growth Mindset
- Sense of belonging



Source: Tough, P. (2014). Who gets to graduate? New York Times



Vanessa Brewer

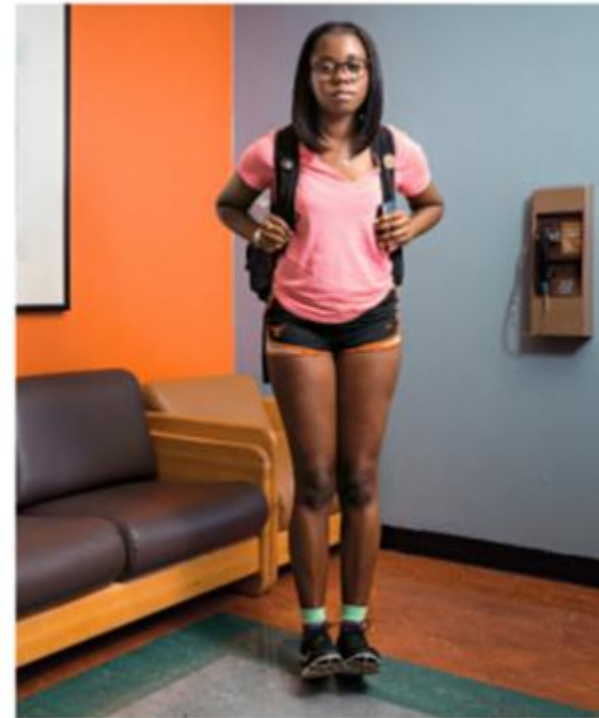
- Targeted strategies
 - Designed to help individuals overcome doubts about belonging and their academic potential
 - Mentorship programs
- Measurable Outcomes
 - Tripled the percentage of African-American students who earned G.P.A.s in the top quarter of their class, and it cut in half the black-white achievement gap in G.P.A.
 - Significantly decreased the number of health visits by African-American students.

Many studies show that belonging and group identity impacts performance.

There is a direct correlation between students belonging and doubts about their ability to perform well in academic settings.

This doubt creates an incentive to drop out of school, thus continually perpetuating the cycle of “othering” in the nation’s collegiate system.

Who Gets to Graduate?



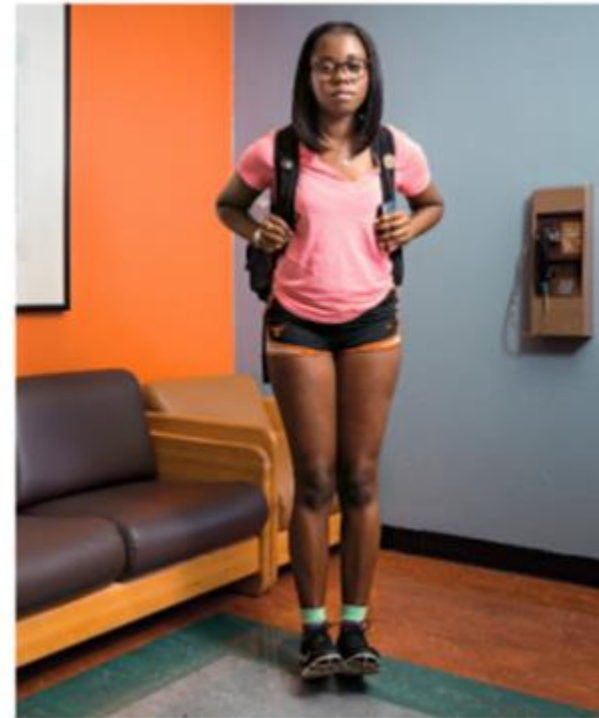
Vanessa Brewer. Bill McCullough for The New York Times

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Who Gets to Graduate?



Vanessa Brewer. Bill McCullough for The New York Times

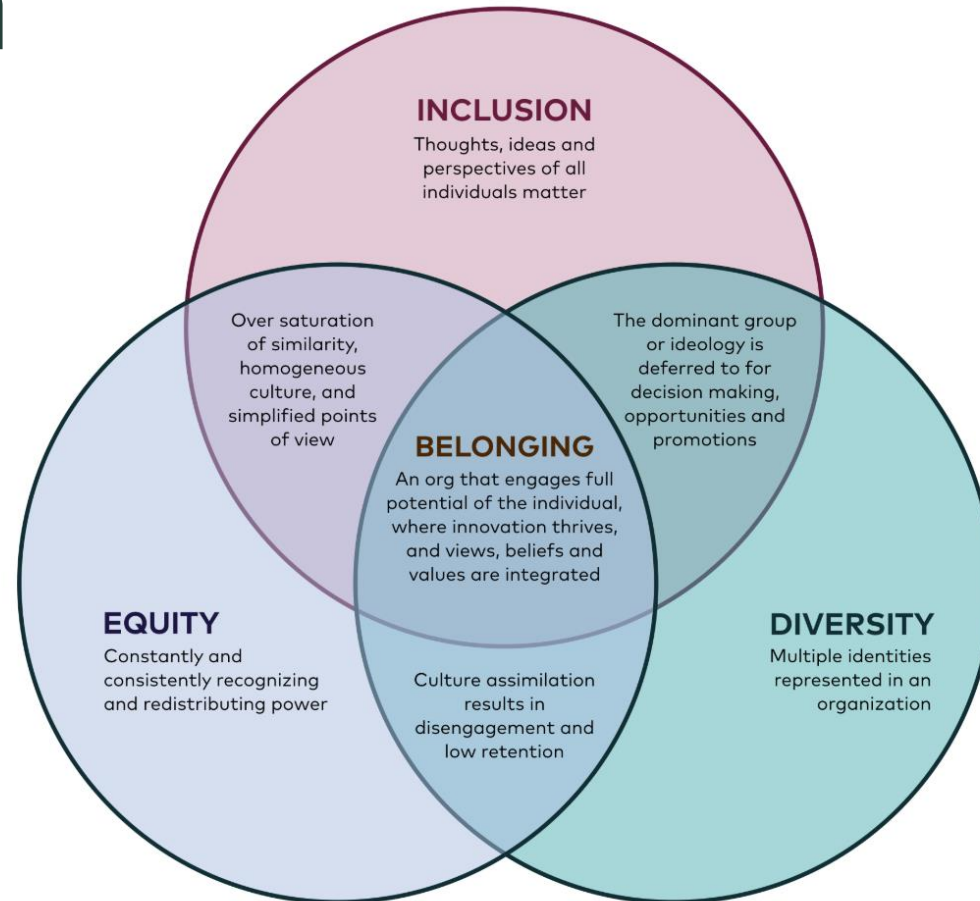


Belonging

Workplace & private sector

Belonging is not the same as diversity or inclusion

Belongingness interventions communicate not only that someone belongs, but it shapes how they **feel about regard the thing to which they belong to.**



Each element represents a different piece of the full human experience. Addressing only one or two of these falls short on gaining, what I think is the full human experience—a sense of belonging.



SHARED VALUE

Creating Shared Value

by Michael E. Porter and Mark R. Kramer

FROM THE JANUARY-FEBRUARY 2011 ISSUE

The capitalist system is under siege. In recent years business increasingly has been viewed as a major cause of social, environmental, and economic problems. Companies are widely perceived to be prospering at the expense of the broader community.

<https://hbr.org/2011/01/the-big-idea-creating-shared-value>

ability

sexuality

class

≡ Forbes



16,932 views | Aug 26, 2019, 7:23 pm

Belonging In The Workplace: A New Approach to Diversity And Inclusivity

Dr. Pragya Agarwal Contributor ⓘ

Diversity & Inclusion

Inclusivity Consultant, Behavioural Scientist, TEDx Speaker, Author

“As we make the case for diversity and inclusion in the workplace, it is important to consider that people experience the same context and situation in different ways... [h]owever, one thing remains consistent in positive workspace culture, and that is the sense of belonging...”

<https://www.forbes.com/sites/pragyaagarwaleurope/2019/08/26/belonging-in-the-workplace-a-new-approach-to-diversity-and-inclusivity/amp/>

Belonging in the Workplace @ Kaiser Permanente

Created a culture of belonging in which “people could gain at least a **significant component of their identity** with their employer.”

All employees “were encouraged to **see themselves as a caregiver** for Kaiser’s [22 million] members and patients...’[e]ven if they never saw the members.’”

“‘We language the values in terms of ‘we the people of Kaiser Permanente.’ ...I refused to let anybody refer to the labor groups or others as ‘them.’”



Analysis of Problem: *Labor & Immigrant Communities*

Strategy: Changing the Situatedness

- SEIU Union in LA. and undocumented immigrant organizing
 - Black tensions with Latinos in unions
 - Union concerned that not including undocumented workers in union would decrease its effectiveness.
 - When union included undocumented immigrants into its ranks, this changed the structure of tensions among these different groups
 - No longer Blacks against Latinos, etc.
 - Outcome: “Silent structure” that had been operating was revealed—the real beneficiary from tensions among workers were corporations.
 - Workers’ situations were changed, interests were changed, structure was changed.

Appendix

Doing Equity 2.0: Guardrails



'I'll fire you on the spot': Biden tells staff to treat others with respect

During a swearing-in ceremony for White House staff, President Joe Biden told employees he'd fire them "on the spot" if he heard they treated others with disrespect.

THE INAUGURATION OF JOE BIDEN (25 VIDEOS)

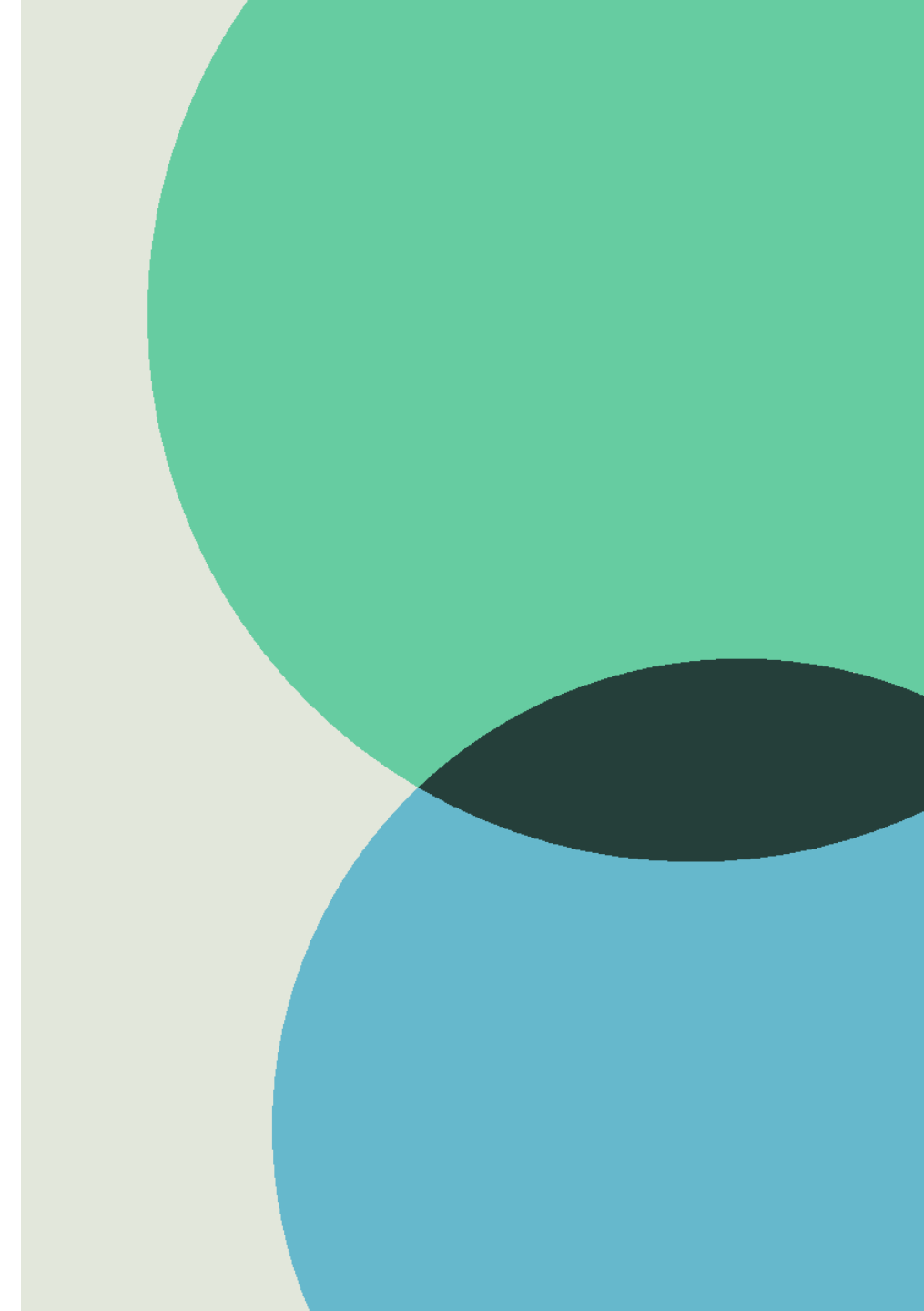
Doing Equity 2.0: Putting values to work

How do you put values into practice under necessarily limited “real-world” conditions?

How can you find a way to measure success within this context?

For example, organizations can be limited by legal structure, by board oversight.

Create programs & procedures.



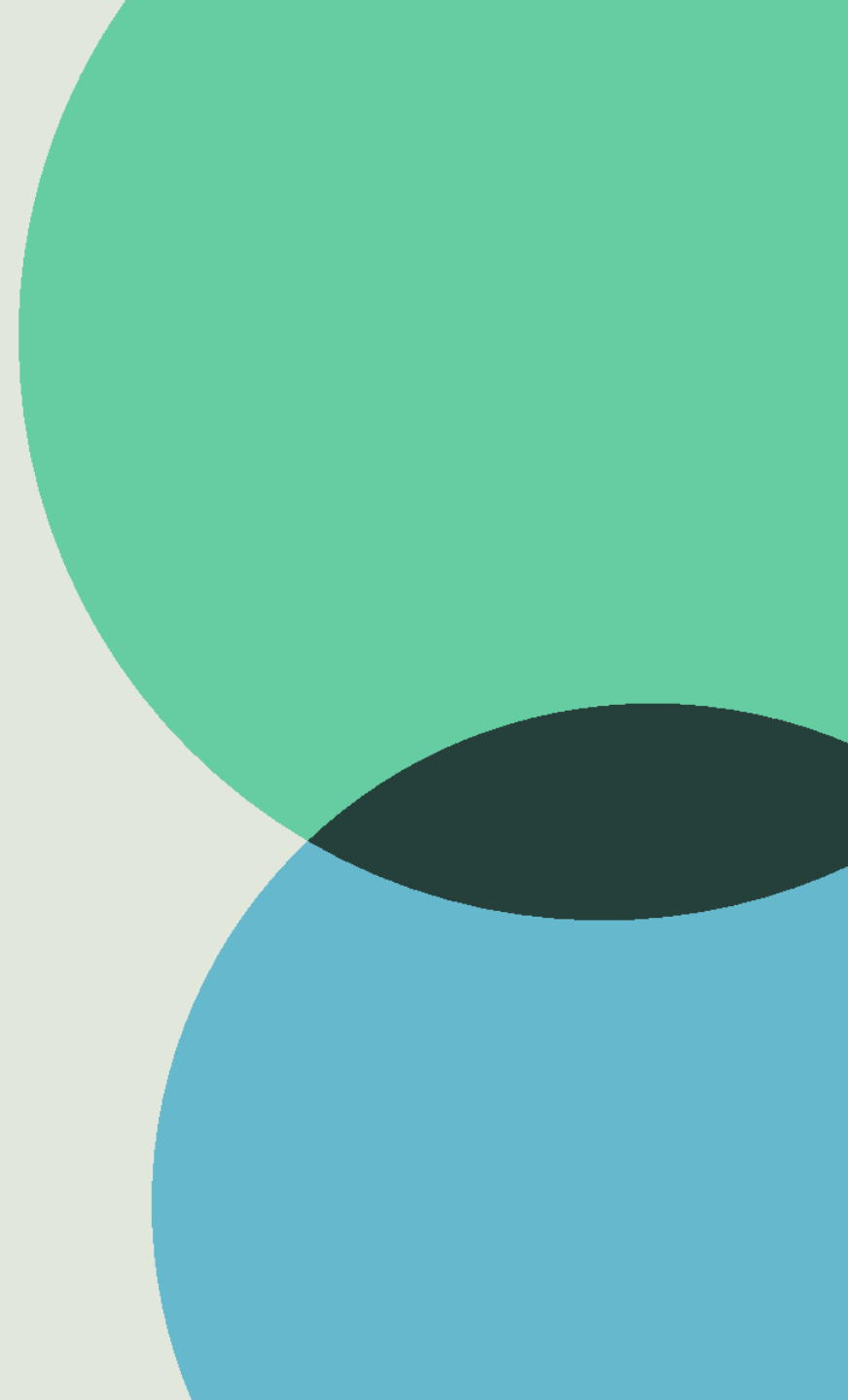
Doing Equity 2.0: Containers

Co-creating and everyone sets the universal goal.

We are all responsible but in different ways.

Design systems and processes for everyone—not just one group or another.

Limits on values of different parties “in the container.”

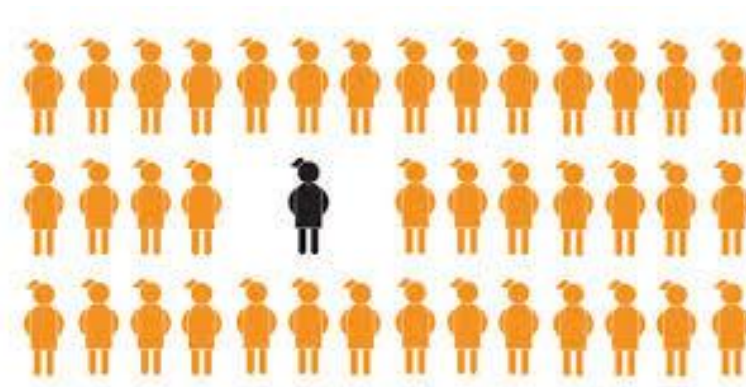


Poverty is more than material inequality

- In a wealthy and mature democracy, poverty is largely about social exclusion and the lack of belonging, *not* material inequality.
- **Belonging** means that your well-being is considered and your ability to help design and give meaning to its structures and institutions is realized.
- Those who stand outside of the community have trouble making claims on it. They are not likely to be heard. This is **poverty**.



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Amartya Sen's Capability Approach

- The Capability Approach focuses on the moral significance of individual's capability of achieving the lives they value.
- **Capability to live a good life is the set of valuable “beings and doings”** like being in good health or having loving relationships with others to which they have **real access**.
- **Poverty** is the deprivation in the capability to live a good life.
- **We must address the capability to access opportunity**
- **This will also require a societal shift.**



Crafting a Targeted Universal Policy

The Importance of Data



- Data is one of the most important tools used to understand systems, structures and the unconscious (implicit).
- Disaggregated data is necessary for understanding how different groups are impacted and issue areas need to be unsiloed to understand how they interact with one another

How can we create a culture of belonging?

- Analyze the social network of the organization and make interventions.
 - Who is relied upon for information, who goes to who? Reveal powerful connections and potential blocks.
- Value diversity/belonging within the workgroup.
 - Create space so that everyone can contribute, offer recognition to those who make valuable contributions
- Create structured and unstructured opportunities for bridging and linking
 - Achieve team objectives and build the social capital of team members.
 - What are some short and long bridges.
 - What's our story

Creating space where everyone is heard

- This does not require flattening the hierarchy of the organization but understanding **investment**, **experience**, and **responsibility**.
 - Those with the same investment, experience, and responsibility will have the same say.
- A leader's role is to create space and make sure everyone can contribute, considering the multiple identities in the room.
- Leaders must contend with an emphasis on making sure marginal voices are heard and an emphasis on empathetic listening
- We all need to be **recognized** and **heard**. This is not the same as getting everything we want or being right but valuing each other.

Consider:

Who has the most power in the room?

Who has the most authentic voice?

How can leaders reinforce marginalized voices and ideas?

Design of the room

